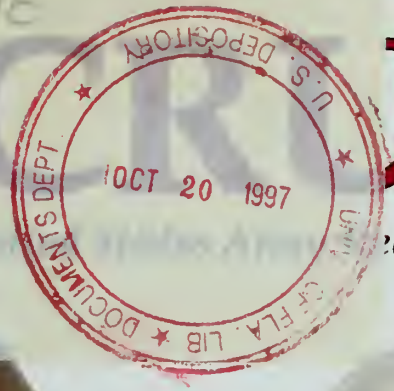


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Recruiting Command

JOURNAL OCT 97



The State of the Command — page 7

# “Smart Quotes”

**T**wo decades ago, Americans were much more inclined to blame “social conditions” — poverty, unemployment, limited education — as the

source of the high rates of crime than they are today. In 1977, the leading causes of crime were listed as social conditions (67 percent), leniency of the law (66 percent) and the way judges apply the law (59 percent). In 1996, the use of illegal drugs (56 percent) topped the list, followed by the breakdown of religion and morality (38 percent) and social condition (36 percent).

*(CBS News/New York Times Poll, Research Alert, Aug. 1997)*

**B**etween 1995 and 2020 the non-Hispanic black population is projected to increase 31 percent and Hispanics are projected to increase 95 percent, while the total US population increases just 23 percent. *(Forecast, Aug. 1997)*

**W**hen the middle class got squeezed, so did the middle of motherhood. Between 1985 and 1994, the proportion of births that were to women in their 20s decreased from 62 percent to 53 percent, and the proportion to women aged 30 to 40 increased from 25 percent to 34 percent. The birth rate increased for all age groups, but the fastest increase was to women aged 30 to 39. Births to teenagers (aged 15 to 19) were 13 percent of all births in both years.

*(Forecast, Jun. 1997)*

**Y**ou may not be surprised to hear that adults in the U.S. are likely to describe kids as “rude and irresponsible.” Americans have been critical of youthful behavior ever since Aunt Polly boxed Tom Sawyer’s ears. But only 37 percent of Americans now believe that today’s children, once grown, will make the country a better place, according to a new report. In fact, there is intense concern among all demographic groups about the moral and ethical development of children, and widespread agreement that parental behavior is at the root of the problem.

*(Forecast, Aug. 1997)*

This tear-out sheet has been created for your use in sales presentations. It is not authorized for use as an ad, flyer, or mail-out. Point of contact is SFC Max Coney, HQ USAREC PAE, (502) 626-0351.

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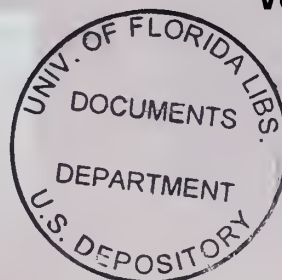
# Recruiter Journal

VOLUME 50, Number 10

October 1997

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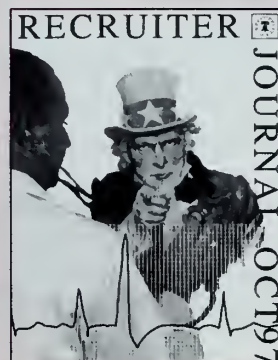


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In this issue....

The Commanding General discusses achievements in FY 97 and his thoughts on USAREC's future.



This month's cover was designed by Joyce Knight, HQ USAREC.

## After One Year

It has been just over one year since I came to USAREC headquarters to be your Command Sergeant Major. Many changes have taken place, many challenges and many significant accomplishments. FY 97 was an extremely challenging year for all of us. There wasn't a handbook we could use to see what to do next, so we just wrote a new one day to day. The increase in mission was a shocker but, with increased recruiter numbers, improved production, and some additional incentives, we were able to end the year somewhat respectably. FY 97 was just a prelude to even more challenges in FY 98, but this time, I believe, we are more ready to meet these challenges. We have the recruiters, more resources, and more experience in doing our job in this environment.

Changes I consider to be helpful for the future begin with a streamlined approach to reclassifying to MOS 79R. We now base these important decisions on the recommendation of the soldier's chain of command. We consider those requisites outlined in AR 601-1 along with a performance piece. Additionally, we now have a 79R DA Correspondence Course in which anyone can enroll, but, specifically, we want to use the program for our new convertees, first and foremost. Recruiting is a tough, demanding job, but it is also a very rewarding job. Just look at the last SFC promotion list. The promotion rate for 79R was 80 percent compared to an Army average of 19 percent. Even our detailed recruiters were very competitive at 17 percent. Is recruiting duty a career enhancer? I think so!

Another major issue USAREC has tackled is performance counseling. USAREC Pamphlet 623-1, which is found in the Station Administration Update dated July 1997, is a comprehensive guide that walks you through performance counseling step by step. This, in my opinion, was the missing piece to our NCOER system. The NCO support form and the performance feedback sheet mirrors our NCOER, so I encourage all soldiers to read and understand this important pamphlet.

In the area of DEP/DTP sustainment, we have totally rewritten USAREC Regulation 601-95. The staff and the field worked close together on this initiative and they came up with a super publication for your use. As you know, DEP losses have plagued the command in the past three years or so, and every time we take a DEP loss, our mission increases by that number. We must improve our DEP sustainment. There are entirely too many apathy losses, and I am afraid the apathetic condition is more with us than with the DEP members. There was some improvement in FY 97 compared to previous years, but not nearly enough. Take out USAREC Regulation 601-95, found in the July 1997 Station Operations Update, read it, and I think you will see an improvement in DEP sustainment. You have to make it work.

Let me talk briefly about Success 2000 (S2K). Conceptually, S2K was an outstanding program. It promoted teamwork and allows leaders at the lowest levels to call the shots. So what changed? Well, nothing really. We still missioned the station and expected the station commander to bring in the mission. I remember early on in S2K everyone said, "Bring back the



CSM Brooks

company team box" and everything will get better. We did, and it didn't! Then everyone said "Bring back individual missions and everything will be better." We did, and it didn't! And then everyone said, "Let's bring back the USAREC Form 635 at recruiter and company level and everything will get better." We did, and it didn't! So what really happened was that the people who were failing wanted to go back to failing in familiar ways. But the successful

folks didn't complain a bit and kept right on going.

Talking about these changes in a positive sense is what I feel is important. We needed to bring back the company box because, early on, too much emphasis was put on stations. As a result, many company leadership teams went through an identity crisis. And certainly the USAREC Form 635 needed to be at recruiter, station and company levels so that plans could be developed and all markets could be worked in a systematic fashion.

Lastly, the decision to return to individual missions was a good one. Without it much communication was lost between the station commander and the recruiter. You see, that's what individual mission is all about anyway. It started a communication process between the station commander and the recruiter which carried over into the USAREC Form 635. The result is a recruiter knowing full well what his or her mission is and the prospecting priorities needed to achieve the mission. Signing for individual missions is a statement of accountability for market, mission, and plans. It just has to be that way. Signing for individual mission was not and is not a basis for relief action in the event the recruiter fails.

During my travels I always talk to recruiters about the quality of recruiter we are getting, our market, and recruiter families — these three things are what we are all about. We do indeed have quality recruiters coming to us who are well trained and come with a commitment to succeed in this business. It is the responsibility of the cadre to understand this and do everything within their abilities to further train and develop the recruiter.

We are enlisting the children of baby boomers. They are bright, ask a lot of questions, and do, in fact, change their minds from time to time. We have a very normal market, but we need to change the way we interact with the market. If we don't, then it is our approach to them that is abnormal.

Of course, we should never forget that our families are extremely important to us. Careers will come and go, but families will be with us forever. We have to be careful and balance our work with family priorities, because we can't be successful without both. The key is to plan quality time for work and quality time for family.

I look forward to FY 98 and beyond. The Army is indeed a great place to be and, being assigned to USAREC, well, that makes it just about the best job in the world.



## Going for the badge

Recruiting is never as simple as it seems. Just ask SFC Shirley A. Smith, Headquarters, USAREC, Personnel Directorate.

She, along with SGT Sonya M. Hall, Program Analysis and Evaluation Directorate, decided to try their hand at recruiting during fourth quarter. All they needed, under to the "Call to Arms" Incentive Program, was one referral to ship by the end of the fiscal year. The incentive program began in fourth quarter. It states that a nonrecruiting person who provides a recruiter with a referral, who must ship before the end of the fiscal year, can wear the recruiter badge while he or she is assigned to USAREC.

"It's hard work," Hall said of her recruiting experiences. "There are so many things that can go wrong. You can have a person ready to contract and out the blue something will happen. It only takes one thing and you've lost the contract."

Out of the 15 referrals she has provided SFC Lutgardo Fuster, Radcliff, Ky., station commander, Hall's first DEP member shipped Sept. 12. She received the recruiter badge on Sept. 19.

Smith, whose referral was her son, was awarded the first recruiting badge under the USAREC "Call to Arms" Incentive Program. Presentation of the recruiter badge was made at a command award ceremony Aug. 20, 1997.

Hall was working part-time in a Radcliff business and had a chance to become acquainted with many young men and women working there — most are part-timers, too, and wanting to get on with college or start a full-time career. Work is where she met Gilliam. He began asking her how she could work part-time and still be in the Army. He also noticed she was taking a college course. After answering his questions from her own experiences in the Army, she referred him to Fuster.

"I think this is a good incentive," said Fuster about the "Call to Arms" incentive program. He said that a recruiter is only one person, and the more people recruiters have out there telling young men and women about the Army, the easier it is for recruiters to do their jobs.

Is it possible that the Recruiting and Retention School lies ahead for either of these two soldiers? "I'm seriously consid-

ering it," Hall said.

"I will always try to provide referrals because I believe in the United States Army," said Smith.

"It feels fantastic," she said about wearing the recruiter badge.

## Corrections

A July Field File contained a quote that stated the Loan Repayment Program was "tax free." This information is incorrect. Taxes must be paid on the Loan Repayment Program, as with other income.

## Story ideas?

E-mail *RJ* suggestions or comments to: [welkerk@usarec.army.mil](mailto:welkerk@usarec.army.mil).



COL Bernie Coy, director of Personnel, presented the silver badge to SFC Smith.

## Increases in the Montgomery GI Bill

Under the provisions of Title 38 and Title 10, U.S.C., monthly rates for the MGIB (Chapter 30) and MGIB-Selected Reserves (Chapter 106) education benefit programs were increased based on increases in the Consumer Price Index. The MGIB increases take effect Oct. 1, 1997.

The new MGIB (Chapter 30) figures for the active Army are as follows:

	Individual	Government	MGIB	Monthly
Enlistment	Contributions	Contributions	Total	Payment
2-years	\$1,200	\$11,665.68	\$12,865.68	\$357.38
3-years	\$1,200	\$14,634.60	\$15,834.60	\$439.85
4-years	\$1,200	\$14,634.60	\$15,834.60	\$439.85

The ACF was increased on March 3, 1997, to the amounts below, and is only available for selected MOSs.

	MGIB	ACF	MGIB/ACF	Monthly
Enlistment			Total	Payment
2-years	\$12,865.68	\$13,634.32	\$26,500	\$736.11
3-years	\$15,834.60	\$17,165.40	\$33,000	\$916.66
4-years	\$15,834.60	\$24,165.40	\$40,000	\$1111.11

All other MOSs that are eligible for the ACF will remain at previous ACF levels. However, since the MGIB amount increased, the amount that the Army contributes decreases from the previous year.

	MGIB	ACF	MGIB/ACF	Monthly
Enlistment			Total	Payment
2-years	\$12,865.68	\$7,134.32	\$20,000	\$555.55
3-years	\$15,834.60	\$9,165.40	\$25,000	\$694.44
4-years	\$15,834.60	\$14,165.40	\$30,000	\$833.33

The Selected Reserve MGIB (Chapter 106) increases to \$7,521.48. A full-time student's monthly payment will increase to \$208.93/month for 36 months; a three-quarter time student's monthly payment will increase to \$156.69/month for 48 months; and a half-time student's monthly payment increases to \$104.46/month for 72 months.

## Misuse of e-mail

All USAREC personnel receiving e-mail messages from any other individual or agency with requests for forwarding to friends, relatives, everyone they know, etc., should follow the following procedures:

1. Possible hoax, chain, or pyramid messages received from outside USAREC. Recipients receiving these type messages should send a reply to the sender with a cc:Mail blind carbon copy provided to John Teegarden stating, "This message was received by a Department of Defense (DoD) system. Only official DoD agencies should transmit this type message to DoD e-mail addresses. Please remove my address from your mail list to prevent any future or similar mailings."

2. Possible hoax, chain, or pyramid messages received from within USAREC. Recipients receiving these type messages should send a reply to the sender with a cc:Mail blind carbon copy provided to John Teegarden stating, "Only official DoD agencies should transmit this type message to an USAREC e-mail address. Please consult your TASO or ISSO for appropriate procedures for handling these type messages."

3. All hoax, chain, or pyramid letters or other similar unofficial messages received via USAREC cc:Mail should then be deleted without additional forwarding.

Anyone having questions on the validity of an INFOSEC alert should contact the USAREC Information Security Office, Mr. John Teegarden. Any additional questions or comments may be directed to Mr. Teegarden via USAREC cc-Mail (Teegarden, John), Internet (john\_teegarden@usarec.army.mil), or phone at 1-800-223-3735, extension 6-0027, commercial 502-626-0027 or DSN 536-0027.

## Prescriptions by mail order to be expanded

by Jerry Harben, Army News Service

The ability to fill prescription medications by mail will be extended to many more military medical beneficiaries when the National Mail Order Pharmacy program begins in October.

The National Mail Order Pharmacy will provide services to active-duty personnel; CHAMPUS beneficiaries in

Alaska and Puerto Rico; Uniformed Services Treatment Facility enrollees; overseas CHAMPUS beneficiaries in DEERS with an APO or FPO address; BRAC Medicare-eligible beneficiaries in Alaska and TRICARE Regions 1, 2, and 5 (Northeast, mid-Atlantic coast and mid-Western states); patients pre-enrolled in TRICARE Prime with primary-care providers in a military facility in Regions 1, 2 and 5; and TRICARE Prime enrollees with primary-care providers in military facilities in regions currently under TRICARE contracts.

"The goal of the National Mail Order Pharmacy is to provide a more cost-effective, convenient, and uniform pharmacy benefit. The National Mail Order Pharmacy is more cost-effective than the mail-order pharmacy option available in TRICARE because 'Best Federal' pricing is not available to the TRICARE contractors," said COL Roger F. Williams, pharmacy program manager at Medical Command Headquarters.

"'Best Federal' pricing runs 24 to 50 percent below the average wholesale price," he added.

Williams said there will be a co-pay for all users except active-duty servicemembers. Active duty families will pay \$4 while other beneficiaries will pay \$8 per prescription filled.

The Department of Defense awarded the National Mail Order Pharmacy contract in August to Merck-Medco Managed Care, Inc.

Beneficiaries will be able to get application forms and mailing envelopes from military pharmacies and health benefits advisors. They will send the form and prescription with their co-payment to the contractor and, after verifying eligibility through DEERS, the contractor will mail the medications directly to the individual.

The DoD Pharmacoeconomic Center is developing a formulary for the National Mail Order Pharmacy. A 90-day supply of chronic medications is authorized, but controlled substances will be limited to a 30-day supply.

An exception to eligibility rules is that people covered by another health insurance policy that includes a pharmacy benefit cannot participate in National Mail Order Pharmacy. Williams explained this is due to rules that prohibit CHAMPUS from being first payer of benefits.

Williams said the mail benefit was tested in a two-year demonstration in six states. He said during the demonstration only a small percentage of eligible beneficiaries filled prescriptions by mail rather than getting medications free from a military pharmacy. Despite the initial low usage, the National Mail Order Pharmacy is an excellent option for beneficiaries who have limited access to military medical treatment facilities, Williams said.

(Editor's note: Harben is with the US Army Medical Command, Fort Sam Houston, Texas)

## Phase-in /phase-out plan of some Army uniform items

The male AG 415 short sleeve and long sleeve shirts without the pleated pockets are being replaced by a short sleeve and long sleeve with pleated pockets. The new shirts will also have a standup collar.

The mandatory possession date for the new shirts (two short sleeve and one long sleeve) is Oct. 1, 1999.

The current short and long sleeve shirts without the pleated pockets will not be authorized for wear after Sept. 30, 1999.

The female short sleeve and long sleeve shirts are being replaced by the AG 415 short and long sleeve tuck-in shirts. The mandatory possession date for the short sleeve and long sleeve shirts is Oct. 1, 1999.

The current version of the AG 415 shirts and the overblouse shirts is authorized for wear until Sept. 30, 1999.

The male and female Army green uniform AG 344 is replaced by Army green shade 489. The mandatory possession date for the new shade of the Army green uniform is Oct. 1, 1999. At that time, females must have one coat, two skirts, and two pair of slacks; males must have one coat and two pairs of trousers. The Army green uniform AG 344 will not be authorized for wear after Sept. 30, 1999.

## National Hispanic Heritage Month is celebrated Sept. 15 - Oct. 15

The theme for 1997 is "Educational Excellence: Building Opportunities for Our Youth." For more information, contact your brigade or battalion Equal Opportunity representative. (See related story at page 10.)



# The new model of Generation-X selling

by MSG Jean Allen, Recruiting Operations, Training Branch

**S**elling has changed in the past few years. Rather than focusing on using time-tested phrases and colorful word usage, or using gimmicks to entice people into enlisting into the Army or Army Reserve, today's successful recruiter must be prospect-oriented.

According to the Brian Tracy Corporation, today's prospects are smarter than ever before. They have more experience, remarkable abilities, and a higher intelligence level. Today's prospects are more sophisticated, more complex and aware, more skeptical and critical. They are less gullible. They are knowledgeable, and they have more career choices. They don't have to buy our product; the competition for their services is greater than ever before. Competitors take advantage of the slightest mistake.

Consequently, it is important that you have better recruiting skills, better product knowledge, and better personality skills to be successful in today's market. For you to be successful, the prospect is the key.

## The old model of selling

In the old model of selling, approximately 10 percent of the sales effort was spent in establishing rapport, getting to know the prospect, or learning anything about the prospect. The qualification and needs identification occupied about 20 percent of our efforts. Presenting the features and benefits or showing the prospect why he or she should enlist was another 30 percent. At least 40 percent of the sales presentation, the largest part, was spent on closing and handling objections. This 40 percent was spent on convincing the prospect to buy.

The fallacy of this sales process, however, was that if the prospect could be convinced by a recruiter to enlist into the Army or Army Reserve, someone with more influence could just as easily convince that same prospect not to enlist into the military. Or if the prospect had already enlisted, the lack of support for this decision by someone having more influence could contribute to the new soldier becoming a DEP/DTP loss. If any doubts existed in the prospect's mind about the decision to en-



list, it was simply a matter of who had the most influence as to whether or not the prospect would become a new soldier.

## The new model of selling

In the new model of selling, 40 percent of the sales process is spent on building trust. This is the single most important factor of what takes place between the successful recruiter and the prospect. Building trust is the part of the sale that has to be accomplished before you can do anything else. Once a bond of trust is established the successful recruiter will identify the prospect's needs and interest. This is about 30 percent of the sales process and best accomplished by asking open-ended questions and listening to what the prospect has to say. In a nutshell, *you listen*.

Showing the prospect how an enlistment can satisfy his or her needs (presenting features and benefits) is about 20 percent of the new selling model. Closing and handling objections are only 10 percent of the sale process. This is not a drastic change from what we are currently doing. It is merely a shifting of the emphasis in the steps of the sales process. To understand this, look upon yourself as the prospect as well as the recruiter.

Look upon yourself as the most discerning or discriminating person you have ever seen. Ask yourself if you would be more apt to buy the Army enlistment if you trusted your recruiter. Understand how the prospect feels. By incorporating this minor shift in emphasis into your techniques, you will be consistently successful while working in your Generation-X market.

## Requires new approaches

Placing a higher emphasis on building trust requires new approaches in recruiting. Act as a counselor or an advisor. Ask questions. Listen to discover the prospect's felt dissatisfaction. Then give good advice and good counsel. Be willing to help the prospect get what he or she wants by eliminating their felt dissatisfaction.

The top professionals in the field of selling are looked upon as good consultants. They are looked upon as advisors. "Recruiting with integrity" very simply means honesty. It means being perfectly honest and treating your customer as you would like to be treated.

Do not try to manipulate your customer in any way. Deal with your customer in an honest, straight forward and clear manner. Deal with your customer exactly as you would like to be dealt with.

This brings us to the key determinant of your success in selling — the “Friendship Factor.” Today, a person will not buy from you until they are genuinely convinced that you are their friend and that you are acting in their best interests. We trust our friends. The reason we are putting so much emphasis on trust is obvious.

### The friendship factor

Trustworthiness can only manifest itself if you have confidence in yourself and your product. Confidence leads to self-belief and this produces high self-esteem. In fact, self-belief is the cornerstone of self-esteem.

If you believe that you are worthless, no good, and incapable, then your feelings about yourself will reflect these thoughts. Your behavior will reflect your low self-opinion and so your whole experience will be one of low self-esteem.

When your thoughts about yourself are supporting and validating, you believe that you are intrinsically a worthy person who deserves self-respect, then your feelings about yourself will be correspondingly positive. And so, your behavior will be creative and effective; you will make things happen not only in your life, but in the lives of your prospects.

Assertive behavior requires that we know what we want; that we believe that we can make things happen; that we are ready to take total responsibility for our own lives; that we take part in open and honest communication with others and that we are prepared to take a chance in life.

The ability to create new levels of self-esteem in our lives depend upon our degree of self-trust. If we can't trust ourselves, we will never have self-belief, and self-belief is the cornerstone of self-esteem. If we believe in ourselves, we will have self-respect, confidence and a positive outlook, all of which will help us to attract the very best into our lives. If we can trust ourselves then others will feel able to trust us. If we feel respect for ourselves then we will gain the respect of others.

### Believe in yourself

In a nutshell, believe in yourself; the more you like yourself, the more you will like other people, the more they will like you and trust you with their dreams, desires and needs.

The more you like other people, the more they will trust you and the more honest they are when sharing their needs and interests with you. Until they share that burning desire that is in their heart with you, the selling process cannot begin.

These are some key intangible elements to being an effective salesperson: Even though you cannot find these intangibles in a regulation, it is essential that you recognize their existence and the part they play in human self-worth.

There are many technical keys to winning but they all will be totally ineffective to you if you do not discipline yourself to practice them daily.

The bottom line is to achieve success personally and professionally because happiness is success!

### Take a minute to see where you stand on this self-esteem checklist:

AA = Almost always      O = Occasionally  
R = Rarely      N = Never

1. Do you find yourself bragging or exaggerating the importance of your role?

AA      O      R      N

2. Are you jealous of the possessions, opportunities or positions of others?

AA      O      R      N

3. Do you find yourself judging your behavior by other people's standards or expectations rather than your own?

AA      O      R      N

4. Are you possessive in your relationships with friends and/or family members?

AA      O      R      N

5. Is it difficult for you to acknowledge your own mistakes?

AA      O      R      N

6. Do you resort to bullying and intimidation in your dealings with others?

AA      O      R      N

7. Do you “put people down” so that you can feel “one up”?

AA      O      R      N

8. Are you a perfectionist?

AA      O      R      N

9. Must you be a “winner” in recreational activities in order to have fun?

AA      O      R      N

10. When faced with new opportunities do you feel inadequate or insecure?

AA      O      R      N

11. Do you have difficulty accepting compliments?

AA      O      R      N

12. Do you refrain from expressing your feelings and opinions?

AA      O      R      N

13. Do you shy away from trying new things for fear of failure or looking dumb?

AA      O      R      N

14. Do you neglect your own needs in order to respond to the needs of others?

AA      O      R      N

“Almost always” or “often” answers to any of these questions may indicate that your level of self-esteem needs attention.



# The State of the Command — FY 97

*by MG Mark R. Hamilton*  
*USAREC Commanding General*

This past year has been remarkably difficult, and I know it. I haven't been here for more than two months and even I know how hard this year has been for all of you out there in the recruiting foxholes. I appreciate your good work, your sacrifices, and your hard work to enlist the number of soldiers we sent to the training base in fiscal year 1997.

As this magazine goes to press in mid-September, we don't quite know how the numbers will play out, but regardless of any recomputation by HQDA, it is clear that we failed to achieve the mission we set out to achieve. A lot of issues impacted on what we were able to accomplish this year. Some of those were out of our control, but others were not.

Some recruiters have really felt jerked around this year with a scramble of incentives and policies that, though well-intentioned, perhaps caused more confusion and loss of focus than helped the recruiting effort. While the "Stop Movement" initiative may have been necessary to beef up the number of recruiters until PERSCOM could get a surge of detailed recruiters out of the pipeline, it was undoubtedly difficult for some. To those soldiers who kept driving on in the face of involuntary extension, I would simply say that you have epitomized selfless service. You are exactly who you say you are, and I am proud to be in the same Army with people like you.

There are a lot of reasons why we've had such a "challenging" year. I'm sure you're tired of hearing about the drop in propensity to enlist. Overseas deployments (including an extended mission in Bosnia that has gathered a lot of media attention) may be affecting us, and the media coverage of Army cases of sexual misconduct has been giving us a black eye for most of this fiscal year. The booming economy also affected us. However, as a good citizen, I am thrilled and delighted that the American economy is so good and that unemployment is so low. As a good citizen, I hope the economy stays this solid for the rest of our lives! That good economy is part of the recruiting challenge that we will gladly adapt to. Our challenge is to recruit the quality num-



**USAREC Headquarters, Fort Knox, Kentucky**

bers we need in this exceptional economy; when we do that, we will have redesigned Army recruiting to meet any foreseeable future mission. In short, it's a new game out there — a new challenge that we need to figure out how to handle.

The approved recommendations of the Quadrennial Defense Review had minimal impact on the Army end strength. The Review requires the Army to reduce its end strength by 15,000 active duty service members. This will leave the Army maintaining a force of 480,000 personnel by the year 1999. Getting there will take a carefully considered balance of recruitment and retention.

One of the keys to our future success is not to allow periodic changes in estimates to filter down as frequent changes in our mission. If something happens that changes requirements, we'll develop a plan to take care of it in a reasonable time, not disrupt our ongoing efforts in search of a quick fix.

We've got a good start: The good things that happened this year include hard-fought-for incentives like an increase in the Army College Fund to \$40,000, \$65,000 for the Loan Repayment Program, and up to \$12,000 in enlistment bonuses. We have also made a concerted effort to raise our visibility in the Army. Through increased resources in advertising, increased participation in TAIR and HRAP, and our new TAKE CHARGE! program, we will raise the attention level of educators on the Army's desire to keep kids in school, off drugs, and make them productive citizens.



What needs to happen now is that we all (and I include myself and the entire headquarters staff) need to focus planning a steady improvement in our production, increasing our write rates, reducing DEP losses, and rebuilding this outfit into a healthy, vital command.

I think best with analogy and, as such, I see recruiting as a farming operation. In this past year, we have spent too much time going over the fields after everyone else has harvested the quality crops; this is known as “gleaning” the fields, picking up what has been left over or dropped. Gleaning is extraordinarily difficult work with very little payback. On the other hand, farming provides a more bountiful harvest after an organized, concerted effort. If you plant and weed and till and fertilize, you will have a healthy harvest that can be gathered into the barn, great stocks of crops stored in the loft until they are needed in the months to come.

The difficulty of the recruiting mission in FY 97 has caused a lot of stress and discomfort throughout the command, at every level, in every unit. For the good of this command, I need all of you to recognize and accept that I believe each and every person who works for this command has good intentions and works hard — that’s my Great American rule. We are all Great Americans, hard-working, smart, and dedicated to making this mission. We will work together to make this command successful again.

*I need all of you to recognize and accept that I believe each and every person who works for this command has good intentions and works hard — that’s my Great American rule.*

FY 98 is not going to be easy, though. In fact, the total mission will exceed our FY 97 mission because we have to again build our delayed entry pool while we’re recruiting for the current year. It’s a daunting task, but my initial visits to the field lead me to believe it’s absolutely doable.

How are we going to do this? I believe our success will hinge on returning to the basics — using a football analogy, blocking, and tackling — the very basic, disciplined approach that we train and assess: prospecting, working high schools, daily performance reviews, and always, always closing the loop.

Like all of you, I began my tour in the command with a trip to the Recruiting School to pick up the basics of recruiting, the essential tools for recruiter success. I learned about the five essential tasks for recruiters—and I learned about closing the loop, the way leaders check on the daily performance and training of each of their recruiters. It seemed a simple and effective way to stay abreast of performance and to assess training needs.

Based on that training, I decided that my focus on success for the command would center on success at the grassroots level, where “doing it by the book” at best predicts success and, at worst, keeps track of exactly what you are doing to effect success. Consequently, during my initial visits around the command I paid close attention to daily performance reviews, assessment of training needs, and the training that was being conducted.

I learned, as you might expect, that successful recruiters, stations, and companies do these basics well. Others didn’t seem to have the time, so I’m going to help with this return to basics. As a first step, I directed that LPSCs and RTs be taken off production. I did this to send a clear signal to you and your leadership teams at all levels; I expect leaders to assess performance, identify training needs, arrange for the proper training, and be accountable. I expect our trainers to be focused on and committed to training. I want everyone to get the message that supervisors are involved, every day at every level—not yelling and counting, but teaching and assessing. It’s that simple; the “blocking and tackling” of recruiting. It will work.

I intend to do all I can to clear the way for this return to the basics, too. I am talking to senior Army leaders about what we need, which I believe is primarily this: take the long view, particularly in terms of mission and resources. I think that includes:

**A Stabilized Mission.** We need to receive our mission up front in the fiscal year, and then we need to be able to stick to it. We want to pass it on to you the same way. The noise involved in increasing, reducing, or rephrasing missions is distracting to recruiters. My intent is that we get the mission



we are expected to achieve, win or lose, no extra innings. This is important so we don't get the feeling of being jerked around — no rephrasing, no reduced mission, no fluff. The mission that each of us gets is the mission we're expected to achieve. Period.

**Stabilized Resources.** Stabilized resources are every bit as important. I told my bosses, loudly and in detail, that we can turn this thing around with the resources they provided this year and more than a little hard work. We need the bonus money, we need a competitive money-for-college program, and we need 5,900 on-production recruiters. We don't need anyone tinkering with the mix and amount of resources available because that, too, will distract us. We received some tremendous support from the Army leadership this past year, and you are taking advantage of it every day. I'll do what I can to see that we keep what we have. My intent is that we keep the same number of on-production recruiters, presently supported at 5,900.

**Take the long view.** The long view that I'm asking from Army leadership applies all the way down to recruiter level. Many of you recruiters will be in contact with old friends and comrades who are out there in the field Army, experiencing personnel shortages. You now know that these shortages are unavoidable, that our modest goals and long-term plan means mostly short-term manpower requirements while

*We must get back to and stay in the high schools. This will allow us to repair our DEP and rebuild our high school programs. To do this, we must resist "quick fixes."*

moving toward a permanent fix. In two years you will see or be part of an Army Recruiting Command that made mission, built a 35 percent exit DEP, and positioned itself for success in a most difficult recruiting environment. We must get back to and stay in the high schools. This will allow us to repair our DEP and rebuild our high school programs. To do this, we must resist "quick fixes."

We need to get back to the basics; we know they work. To return to the farming analogy, we know that forever gleaning in the fields won't work for us; farming methods have to be employed to ensure a good harvest at year's end. We need to:

- plan the fields (area canvassing, school plans, TAIR, HRAP)
- clear the rocks, trees, and other obstacles (work the schools and COIs)
- till and plow (prospecting, prospecting, prospecting)
- plant (contract)
- fertilize (get those referrals)
- go back and weed (DEP management and sustainment)
- manage time to ensure each field gets proper attention

We don't want to be forever picking up the leavings, gleaning the youth of our nation for Army service. Right now we're reacting to market forces; I want this command to learn to be proactive in the face of changing markets. As I said before, as Great Americans, we should all hope to sustain this wonderful economy for the rest of our lives. Our challenge in USAREC is not simply the number of accessions at the end of the year; that is too short-term from the way I see it. That is our mission — and we're going to meet that mission, but our challenge is longer term. Our challenge is, rather, to learn how to conduct our business successfully year in and year out, predictably and evenly. We have a system that works — a system based on training, assessment, and daily performance review. I strongly believe that the deliberate, disciplined use of this system up and down the chain of command will guarantee success.


Close the loop! 



Photo by Tom Foley, Columbus Bn

# Building an alliance

## Hispanic Influencer Alliance strives to strengthen USAREC's relationship with Hispanic youth, influencers

by Tina M. Meek, USAREC Program Manager

With the national Hispanic drop-out rate at more than 30 percent, and more than 50 percent in some cities, Recruiting Command will strive to work with Hispanic organizations to encourage youth to stay in school, stay off drugs, and plan for life.

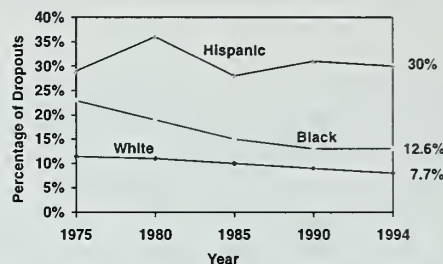
Partnerships with Hispanic organizations will fall under the Hispanic Influencer Alliance (HIA), which will strengthen the Army's relationship with Hispanic communities and create more contact opportunities with Hispanic youth and influencers.

Besides providing a public service to help increase the Hispanic graduation rate, one result of the HIA may be an increased pool of qualified Army applicants. Hispanics currently comprise 12 percent of the population, but due in part to the low high school completion rate, only 6 percent of the Army. A higher graduation rate means that more Hispanic young men and women can take advantage of Army opportunities, such as money for college and skills training, if they choose.

**Hispanic youth may be less likely to know about the military than other ethnic groups due to the fewer number of veterans among family members.**

Contact opportunities through HIA program presentations will provide increased exposure for recruiters and possibilities to discuss the many advantages available with an Army enlistment. According to the Bureau of Labor Statistics, Hispanic youth may be less likely to know about the military than other ethnic groups due to the fewer number of veterans among family members. As of 1994, the percentage of veterans among males 20 and older for Hispanics was 11.8 percent compared to 25.4 percent for blacks and 30.8 percent for whites.

### Drop-Out Trends Based on Ethnicity



The National Hispanic Drop-out Rate for Ages 16-24 Remains the Highest Among Ethnic Groups

Source: National Center for Education Statistics


In making connections with Hispanic-concentrated schools and communities, Recruiting Command has formed a national partnership with LULAC National Educational Service Centers (LNEC). There are 15 LNECs in the United States and one in Puerto Rico. Recruiters in areas with LNECs will work with counselors to make program presentations encouraging youth to stay in school, stay off drugs, and plan for their futures. Most LNECs begin school activities and programs starting in mid-October.

In July representatives from the 10 battalions working directly with LNECs met their LNEC counterpart to begin discussions of scheduling program presentations and working together in their local areas. Battalion representatives will help coordinate presentation schedules with recruiters and LNEC counselors.

A news conference kicking off the LNEC partnership and the HIA is planned for Oct. 9 during Hispanic Heritage Month, which runs from Sept. 15 to Oct. 15. This year's Hispanic Heritage Month theme is "Educational Excellence: Building Opportunities for Our Youth," which complements Recruiting Command's HIA efforts to encourage Hispanic youth to stay in school, stay off drugs, and plan for life.

Program materials to support the HIA include a video, discussion guide and brochure. These bilingual materials will be sent to brigades and battalions in early October to distribute as needed according to opportunities available for recruiters to work with Hispanic youth and influencers. Materials will also be available through the Recruiter Store.

Recruiting Command's alliance with LNEC does not exclude or limit partnerships with other Hispanic organizations. We will continue to pursue partnerships with other Hispanic educational organizations, such as ASPIRA, Image, the National Council of La Raza, and the Hispanic Chamber of Commerce.

Recruiting Command is also signatory to Project Partnership with the Hispanic Association of Colleges and Universities (HACU), seeking to expand and strengthen the role of Hispanic-serving institutions in support of the Army's training, educational and career opportunities for youth. 



# Professional values

*Army to re-emphasize leadership principles, improve human relations environment, training after reviewing findings of sexual harassment reports*

*by Gerry J. Gilmore, Army News Service*

Acting upon recommendations of two reports provided to its top civilian, the Army announced it will reemphasize the importance of active leadership to improve human relations, revamp recruit soldierization training and the drill sergeant selection process, and provide commanders with improved methods to prevent sexual harassment and other inappropriate treatment of soldiers.

Secretary of the Army Togo D. West Jr. in November directed the formation of the Senior Review Panel on Sexual Harassment and the Army Inspector General's "Special Inspection of Initial Entry Training Equal Opportunity/Sexual Harassment Policies and Procedures."

West took the actions shortly after alleged sexual harassment and misconduct incidents at Aberdeen Proving Ground, Md., were made public by the Army Nov. 7 last year.

The Army Human Relations Action Plan addresses the findings and recommendations of both reports, ongoing actions and actions to be taken, with dates for completion, to make the Army a better place for soldiers. Accompanied by Army Chief of Staff GEN Dennis J. Reimer, West announced [on Sept. 11] key findings of the reports and ongoing and planned actions to address the issues raised during the eight-month-long study.

Key findings are:

- Sexual harassment exists throughout the Army, crossing gender, rank and racial lines; gender discrimination is more common than is sexual harassment.
- Army leaders are the critical factor in creating, maintaining and enforcing an environment of respect and dignity in the Army; too many leaders have failed to gain the trust of their soldiers.
- The Army lacks institutional commitment to the Equal Opportunity (EO) program and soldiers distrust the EO complaint system.
- The overwhelming majority of drill sergeants and instructors perform competently and well, but respect as an Army core value is not well institutionalized in the Initial Entry Training process.

"We can solve the challenges of sexual harassment and sexual mistrust," said West. "The first thing we must do is respect the contributions and patriotism of every one of our soldiers and inspire in them a similar consideration for one another."

The action plan will establish an Army environment where soldiers treat one another with dignity and respect and combine individual talents for team success. A successful human relations climate is one that:

- Maximizes the soldiers' awareness of how their individual actions affect others;
- Emphasizes respect between and for soldiers of all races, creeds, gender, or national/ethnic heritage;
- Enables soldiers to clearly understand the linkage between their actions toward others, and their unit's ability to accomplish the mission.

"Plain and simple," said Reimer, "this is a leadership issue and it will be addressed as such. Our leaders understand that our soldiers are our most precious assets and each soldier in the Army must be treated with dignity and respect so that they can make the greatest possible contribution to the entire Army team."

Both the IG and senior review teams said the Army's soldiers are trained and ready to perform any assigned mission, effectively and efficiently, anywhere in the world, West said during the Sept. 11 Pentagon press conference. He noted, however, that leaders need to do more "to create and maintain an environment wherein America's young men and women can achieve their own highest potential to be all they can be."

The Army is taking initiatives (see page 12) designed to combat sexual harassment and gender discrimination, West said. The initiatives, according to West, are "designed to, again, put the Army out front in promoting and building a team consistent with our core values."

The Secretary of the Army and Chief of Staff will receive periodic updates on the status of implementing the changes. The Assistant Secretary of the Army for Manpower and Reserve Affairs will have an updated study for review in about 12-18 months.

West formed the seven-member review panel and named retired MG Richard S. Siegfried, the former Deputy Inspector General of the US Army as chairman. From January through May 1997, the panel members visited 59 stateside and overseas installations and locations to conduct an indepth, comprehensive review of the Army's policies on sexual harassment and current processes. Thirty-thousand respondents participated in the effort, the largest and most comprehensive of its kind ever undertaken by the Army.

West also directed Army Inspector General LTG Jared L. Bates to assess current sexual harassment policies and procedures at all basic and advanced individual training installations, and throughout the

*"The first thing we must do is respect the contributions and patriotism of every one of our soldiers and inspire in them a similar consideration for one another."*

**Togo West**

my's training base. IG teams visited training installations across the Army, including Aberdeen, from December 1996 through March 1997.

Both reports stressed proactive leadership is key in preventing sexual harassment, gender discrimination and other inappropriate behavior. Reimer, the Army's top military officer, is active in refocusing all leaders on their personal leadership responsibilities to promote an Army environment where all soldiers are provided due respect and proper treatment.

Reimer has introduced a *Living Army Values* video and Ethical Climate Assessment Survey to senior Army leaders, reinforced Character Development and Consideration of Others programs, published a *Leadership and Change in a Values-Based Army* pamphlet and distributed a four-page memorandum to all Army leaders highlighting their responsibility in leading the Army through change. In January, a Sexual Harassment Chain Teaching program was conducted in units worldwide.

Field Manual 22-100, Army Leadership, is being revised to emphasize professional values. In addition, Army values and ethics are specifically addressed in the new Officer Evaluation Report due out Oct. 1 for the active component. The Noncommissioned Officer Evaluation Report will also undergo a review to align its values with those in the leadership doctrine.

"We will continue to stress three fundamental principles," said Reimer, "teamwork, discipline and values. We have first-class leaders and a superb Army. The magnificent performance of our soldiers around the world is testimony to that — they are our credentials."

**The action plan will establish an Army environment where soldiers treat one another with dignity and respect, and combine individual talents for team success.**




## Army's 'battle plan' for combating sexual harassment, discrimination

The Army Human Relations Action Plan addresses findings from reports submitted to the Secretary of the Army by the Senior Review Panel on Sexual Harassment and the Inspector General Task Force which investigated Initial Entry Training.

Based on the plan, initiatives the Army plans to take to combat sexual harassment and discrimination include:

- The Army Chief of Staff has appointed the Deputy Chief of Staff for Personnel as the Army's staff agency with

responsibility for leadership, leader development and human relations. The Secretary of the Army has given oversight responsibility to the Assistant Secretary of the Army for Manpower and Reserve Affairs.

- A brigadier general has been named director of the Army's Human Resources Directorate. He is supported by two colonels in positions on the Human Relations Task Force.
- AR 600-20, Army Command Policy, is being rewritten to strengthen human relations areas and require that commanders conduct climate assessments within 90 days of assuming command (180 days for Reserve Component). The assessment examines a command's morale, teamwork and communication.
- The Chief of Staff instituted the Character Development XXI program, which refocuses the Army on its institutional values of honor, duty, integrity, loyalty, courage, selfless service, and respect. FM 22-100, Army Leadership, is being revised to emphasize the Army's core values.
- Fielded the *Living Army Values* video, which discusses the history of Army values and current societal and organizational conditions that warrant renewed emphasis on Army values.
- The Secretary of the Army has approved increased staffing for Human Relations/Equal Opportunity positions at Army, MACOM, corps, division, brigade, and installations.
- Equal Opportunity complaint procedures were completely revised to establish a more effective timeline. Whistleblower protection was also revised to ensure protection of complainants against retribution. The revisions will be included in the new AR 600-20.
- Chief of Staff tasked US Army Training and Doctrine Command to add an additional week to Initial Entry Training to allow for more intense and rigorous soldierization.
- Implemented a new drill sergeant program of instruction in March 1997, which includes 10.5 additional hours in human relations training.
- Assign a three-star deputy commanding general to US Army Training and Doctrine Command at Fort Monroe, Va., to serve as a watchdog over the Army's training centers.
- Toughen the drill sergeant selection process to include a personnel records review, a requirement that a lieutenant colonel or above personally certify candidates meet selection criteria and demonstrate requisite leadership potential, and require mental evaluations for both volunteer and nonvolunteer drill sergeant selectees.
- Implement follow-on human relations training for advanced individual training that is longer than eight weeks, where students require more refresher training than do those in shorter-length AITs.
- Continue to publish command information addressing the intensive ongoing Army efforts to eliminate sexual harassment to support equal opportunity. 



# Referrals for ROTC

## *Providing the strength for the officer corps*

*by Cadet Command Public Affairs*

You just located a great prospect — bright, articulate, and with a strong interest in military service. The only problem is that this prospect wants to be an officer. Before you pull out the information on Officer Candidate School, or reach for your favorite stomach antacid, it might be a good idea to discuss ROTC opportunities with this prospective lieutenant. It will benefit the prospect — and you would be doing something very positive for our Army at the same time. It might even help generate some future leads that will help you meet your own quota.

If the specific details on ROTC are a bit hazy in your mind, it should really come as no surprise. As a rule, most recruiters have little time to explore programs that do not impact directly on enlistment. But ROTC is the exception to the rule. It is a program that every recruiter needs to understand completely. And Cadet Command, the parent organization of the Army ROTC Program, is there every step of the way to help you gain the familiarity that you need to do that part of your job.

Most of us have known ROTC-trained officers at some point in our career. But what do you really know about the program? Let's start with the basics.



### The A-B-Cs of ROTC

ROTC combines courses in military science with summer training sessions to turn college students into top-quality Army officers. The classes are available at hundreds of colleges and universities across the nation. Since its formal establishment in 1916, Army ROTC has commissioned more than 600,000 young men and women as lieutenants. It is the widest path open to those who want to become Army officers.

ROTC is a college elective — not an academic major. Classes are taken in conjunction with the regular academic course load. In most instances, ROTC classes occupy about four hours a week — leaving plenty of time for other classes and an active social life on campus. The traditional program consists of eight semesters of military science and a five-week Advanced Camp, usually between the junior and senior years of college. All required equipment, books and other materials are furnished at no cost to cadets participating in classes.

The first two years of the program are known as the Basic Course. In this phase of the program, cadets tackle subjects like drill and ceremonies, first aid, and military history. There is a constant emphasis on leader development. By enrolling in the Basic Course, most cadets do not obligate themselves to any military service. That step comes for most if they proceed into the final two years of the program, known as the Advanced Course.

For students who did not take ROTC during the first two years of college, a compressed version of the Basic Course is available each summer. This six-week training session, called Basic Camp, give students a condensed version of the subjects that are normally taught on campus during the first two years of ROTC. While in attendance at Basic Camp, students receive a salary. The full cost of their housing, transportation and meals is provided by the Army.

It is important to note that students have no obligation to serve in the Army just because they decide to attend Basic Camp. But successful completion of Basic Camp does give students the skills and credentials necessary for enrollment in the Advanced Course.

To ensure that they become well-rounded leaders, cadets in the Advanced Course gain practical experience supervising others at weekly gatherings called Leadership Labs. They gain insight into the multi-faceted challenges of leadership through a detailed study of military tactics and military history. And they prepare themselves for the future with



courses in computer literacy. Pulling together all the elements they have learned, cadets attend a five week Advanced Camp at the end of their junior year. With completion of the camp, most cadets are just a single year away from their goal — the gold bar of a second lieutenant.

### Show them the money!

It is no revelation that college costs a lot of money. But Army ROTC operates a scholarship program that can go a long way towards making college a reality for those who need financial help. All of the Army ROTC scholarships are merit-based, and come with a \$1,500 per year tax-free stipend. Even those who do not earn scholarships are eligible for this \$1,500 per year stipend during the time that they are in the Advanced Course.

High school students can compete for four year scholarships. Failure to win a scholarship while in high school does not slam the door to financial assistance from ROTC. Students can compete for "on campus" scholarships once they enroll in ROTC, and may also earn scholarship funds by completing Basic Camp.

*In its long history ROTC has produced officers of the caliber of Colin Powell, George Marshall, Gordon Sullivan, Calvin Waller, and countless others.*

Some special scholarships also exist for those who ultimately plan to serve in the Reserve Components after they are commissioned. Additionally, each year a number of scholarships are earmarked for enlisted soldiers who want to leave the Active Army and earn a commission after completing college. The full details on the scholarship opportunities available for enlisted soldiers are available at any Army education center.

### Paying their dues

Just like the applicants that you enlist, cadets who earn a commission through Army ROTC incur a military service obligation. That eight-year obligation can be met by

serving in the Active Army, the Reserve Components or any combination of the two. Ultimately, many ROTC graduates decide to remain in the Army and complete full careers. For those individuals, the sky is truly the limit. Army ROTC boasts many prominent graduates; in its long history ROTC has produced officers of the caliber of Colin Powell, George Marshall, Gordon Sullivan, Calvin Waller and countless others.

### Help spread the word

Army ROTC is a vital source of commissioned officer leadership for the Army. When you identify a prospect for the program, you have several options. Arrangements are currently being made to provide quantities of some of the more popular ROTC Recruiting Publicity Items (RPIs) for use by recruiters. They include:


RPI 664 — The Facts About Army ROTC

RPI 666 — Prior Service

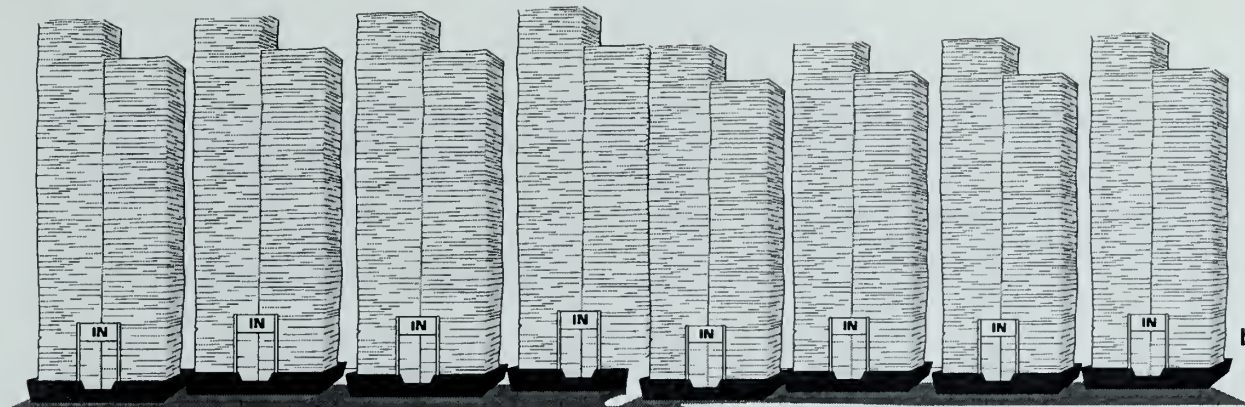
RPI — 667 Science and Engineering

RPI — 675 The Two Year ROTC program

Another approach is to establish a relationship with the Army ROTC cadre at a nearby college or university. Even if your prospect is going out of town for college, the personnel at the local ROTC unit will be more than glad to talk to them about the program. Another, and perhaps the most simple method, involves using the 1-800-USA-ROTC telephone number. And always fill out the ROTC Referral Form (914) and submit it to your battalion.

Remember, no matter what approach you take, working an ROTC prospect is an important aspect of every recruiter's job. 





by Emilie L. Howe,  
RJ staff

## USAREC team tackles the records mountain

**Your mission** is our mission — these are the words of action for the USAREC Liaison Team. This team of five delves into thousands of military personnel records to support the Army Reserve, regular Army, and special mission recruiters working to put former soldiers into the Army, or the Individual Ready Reserve members into the Troop Program Units of the Army Reserve.

"I'm not sure recruiters understand that USAREC has liaisons at the Army Reserve Personnel Center," said SFC Robert E. Harris, the NCOIC of the USAREC liaison team.

This team of five works within the Army Reserve Personnel Center in St. Louis, Mo. The USAREC Liaison Team does not belong to the Army Reserve Personnel Center. They are recognized as outside tenants. The team consists of: SGM Pete Rivera, USAREC liaison sergeant major; SSG(P) Miledy A. Payano (AGR), senior personnel records technician; SGT Sandra F. Roberts (AGR), the 1st Brigade representative, and SSG Jeffrey Woodson, the 5th and 6th Brigade representative. Rivera and Harris are the only two MOS qualified recruiters on the team.

**. . . primary focus of the liaison team . . . to verify and issue control numbers to transfer current members of the Individual Ready Reserve into Troop Program Units of the Army Reserve.**

The primary focus of the USAREC Liaison Team is to verify and issue control numbers to transfer people who are currently members of the Individual Ready Reserve into various Troop Program Units of the Army Reserve around the country. "I would say — on all things being equal, on an average day that probably accounts for maybe 40 percent of our daily work," said Harris.

In the search for quality troops, let's say an Army Reserve recruiter finds a young man or woman who has prior service and wants to step back into those combat boots on a regular basis. The recruiter telephones the battalion's Army Reserve Operations NCO, tells the sergeant that he has an interested prior service soldier, and asks for a verification of his Individual Ready Reserve status. From that point, the Reserve Operations NCO sends a personnel action, DA Form 4187, to the USAREC Liaison Team.

### Work begins with a question

This is where the work begins for the team — to answer the battalion's question that in effect says, here is a person who we believe is in the Individual Ready Reserve, research this for us and tell us if we can transfer him. The personnel action entails a major fact-finding effort on the part of the USAREC Liaison Team. The effort involves going into the mainframe of the Total Army Personnel Database to verify that the person is: assigned to the Individual Ready Reserve; meets the Army's height and weight standards; is MOS qualified; that there is no bar to reenlistment, and no flagging actions.

All kinds of surprises can be found once a USAREC team member has the record in hand and takes a look inside. Harris said he finds that a prior servicemember has often been flagged for height and weight violations or for a PT failure.

"At that point then it's up to us to determine what the level of that flagging action is and can we overturn it — it's more of a situation of just verifying that it truly is a

flag, and supplying the source documents to get the flag lifted,” Harris said.

Harris stressed that the USAREC Liaison does not have the authority to lift a flagging action from a soldier’s personnel record. The liaison submits the request to a team of civilians within the Army Reserve Personnel Center who make the keystroke change. It takes a couple of keystrokes to lift the flag, but remember that the liaison has to ensure that all the required documents are accounted for in the personnel record, and then walk it down to one or more departments within the Army Reserve Personnel Center. The conflict here is timelines — Army recruiting needs it by yesterday and their departments measure by a different rule. “They are not USAREC; they don’t have the concept of mission; they don’t have the concept of having to have it yesterday. They treat us very well, and they’re very good to us, but again, they don’t share the mind-set. It can be a little frustrating when a flagging action takes 10 days,” Harris said.

### **Bad documents**

The USAREC liaison team is not done yet, he said. This is only one facet of making the transfer of somebody from the Individual Ready Reserve to a Troop Program Unit. Oftentimes soldiers are separated from the regular Army with bad documents. SSG Miledy A. Payano is generally responsible for producing the DD 215 which is a corrections document for the Certificate of Release/or Discharge from Active Duty (DD 214).

“It’s not insurmountable — it’s usual to make corrections like that. What creates a little bit of frustration for the field is that in order to make changes we have to have the supporting document, and oftentimes that soldier didn’t keep it. The story we get from the field recruiters is well Johnny can’t find this or that, and our answer to them is well we’d like to help but we can’t unless we have x-y-z document,” Harris said.

### **Answers to why can’t we**

What develops is some fast detective work by the liaison to find out if the Army Reserve Personnel Center has Johnny’s documents somewhere in its huge building that holds 11 or 12 million records. Again the nature of recruiting is that Johnny got off active duty three weeks ago, and we want to put him in a Troop Program Unit now. Why can’t we do it the field asks the USAREC Liaison Team?

Harris said it gets a little sticky for soldiers who have been released from active duty in the past month or two because it takes several months before their military personnel records make it to the Army Reserve Personnel

Center. Once the personnel records get to the building, they have to be processed, documented, and filed. The USAREC Liaison Team may not see those records shelved for months and months.

### **Guidelines for the process**

The entire personnel action process can run more smoothly by remembering these rules:

- Any recruiter of any stripe is prohibited from calling, faxing, or writing to the Army Reserve Personnel Center to get any kind of assistance whatsoever.
- A recruiter should discourage an applicant from calling the center.

**“A recruiter’s first line of assistance is their battalion’s Reserve Operations NCO, because they know the processes, the routine, and can answer a majority of those questions,” Harris said.**

“If we spend time on the phone talking to recruiters, we’re not going to get alpha control numbers out to the battalions. That’s going to affect our mission. If we deal directly with recruiters, then we take those battalion Ops out of the loop and that is just an absolute nightmare waiting to happen. When they get left out of the loop, then the only response that we can make is to go directly back to the recruiter, which we can’t do,” said Harris.

If an applicant or a recruiter writes a letter to the Army Reserve Personnel Center and requests a copy of the DD 214 — they will not get a response in anything less than six months. The USAREC Liaison Team can supply a certified copy of this form in three weeks.

“It works to a recruiter’s disadvantage because the building will not release a DD 214 with the reenlistment codes and it will not have my certification stamp on it, which means the recruiter can’t use it, Harris said.

“They’ve got to understand that we’ve got one purpose and one purpose only, and that is to support recruiters. That’s something that I constantly reiterate when I go out to the battalions to train is that: We are recruiters; we know what they’re going through right now; we’ve been there, and we’ve done that. Their mission is our mission, and we take that very, very seriously,” Harris said.



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army Recruiting

Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

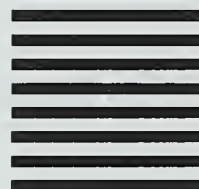
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Fold here first



# Junk mail and hoaxes

by John Teegarden  
USAREC Information Security Office

The USAREC cc:Mail electronic mail (e-mail) system has been experiencing an increase in hoax messages, chain, or pyramid letters, and junk mail. These messages are being received and forwarded via e-mail by personnel within USAREC. Not only do these messages place an unnecessary burden on USAREC's e-mail system, it also places the command at a greater risk for encountering actual viruses, Trojan horses, or other malicious code.

- **Hoax Messages.** Hoax messages are like rumors, they spread faster than the truth. Though there are several known hoax messages, the most prominent ones are "Join the Crew," "Good Times," and "Penpal Greetings." In general, hoax messages carry similar warnings of an e-mail message with a destructive attachment supposedly capable of causing irreparable damage to the recipient's computer. These hoax messages urge you to pass the message to all of your friends, relatives, other readers of the newsgroups or mailing lists which you are on, to everyone you know, or to everyone in your post office. The apparent intent of this type e-mail is to have the message passed to more and more users in an attempt to flood or tie up as many mail servers as possible.
- **Pyramid Letters.** Pyramid letters received via e-mail are similar to ones received via US mail. Generally these messages provide instructions to make a certain number of copies and mail them to friends and associates. It normally provides a story about good luck associated with complying and/or disaster for someone who failed to forward according to instructions.
- **Chain Letters.** Chain e-mail letters attempt to appeal to an individual's emotions or "good Samaritan" nature. They may provide information about a telephone scam to obtain personal data to rob your house, travelers being drugged and having organs removed for transplant, a terminally ill child's wish, or similar tragic account and a request to forward the message to as many people as possible.
- **Junk Mail.** Junk mail is a broad category of any unofficial e-mail messages whose content has a general appeal that may cause the receiver to voluntarily forward it or they may suggest you forward it to other individuals. Junk mail is often in the form of a joke list, a cute or appealing poem, recipes, household tips, or any other item that could result in the receiver sending it to another individual. In addition, junk mail would generally be classified as unofficial. Regulations state that government owned and/or funded e-mail systems and related equipment are intended for the communication, transmission, processing, and storage of official or authorized information only. Therefore, junk mail should be deleted without forwarding.

For whatever purpose hoax, pyramid, chain, and junk messages all have a commonality, they are self perpetuating. The receiver

too often forwards it to another individual, who in turn forwards them to others, who in their turn forwards them . . . and so on.

## How do you identify a hoax message?

Information is constantly being released about new computer viruses, malicious code, or other information security related reports. However, interspersed amongst real notices are the hoaxes. Though hoaxes may not infect systems, they are still time consuming and costly. Often more time and resources are expended denouncing hoaxes than handling real threat incidents.


So how do you identify the hoaxes? First, think like its author. A successful hoax has to appear credible. This is achieved with technical sounding language and association. If the warning uses jargon that appears technical, individuals tend to believe the warning is real. For example, the Good Times hoax states, "If the program is not stopped, the computer's processor will be placed in an nth-complexity infinite binary loop which can severely damage the processor." Since there is no nth-complexity infinite binary loop and processors are designed to run loops for weeks at a time without damage, this is nothing more than "double-speak."

Credibility by association is obtained by referring to another source as initiating the warning. Hoax messages have often made reference to America on Line (AOL), Federal Communication Commission (FCC), International Business Machines (IBM), and other credible organizations. However, when you read a message that states, "This morning AOL released a message warning," one should ask why they are not receiving the message from AOL instead of someone else who refers to AOL.

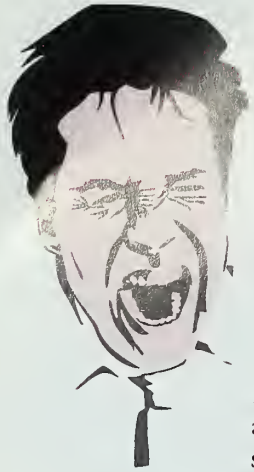
Individuals should also be especially alert if the warning urges you to pass it on to your friends, relatives, everyone you know, everyone in your post office, etc. This should raise a red flag that the warning may be a hoax. Warnings without the name of the person sending the original notice, or warnings with names, addresses and phone numbers that do not actually exist are probably hoaxes.

## What should you do?

Most important, users should never spread unconfirmed warnings about viruses or Trojan horses. Whenever an unvalidated warning is received, don't pass it to all your friends, pass it to the USAREC Information Security Office, John Teegarden, for validation. The best validated warnings come from your own information security personnel and should have a valid return address identifying them.

The Information Security office receives official warnings about viruses and other network problems issued by different incident response teams (CIAC, CERT, ASSIST, NASIRC, etc.) and it is responsible for passing these real warnings to the applicable individuals. The USAREC Information Security Office posts INFOSEC or information security-related messages and alerts to the USAREC Bulletin Board System (BBS) and sends them via cc:Mail to the brigade Information Management Officers and battalion Information Management Specialists for forwarding and/or notification to the personnel within their area of responsibility. (See related News Brief on page 4.) 

# The power to prevent



**October is National Domestic Violence Prevention Month in the Military.** This year's theme is "The Power to Prevent Domestic Violence Begins with Me."

## What is domestic violence?

Everyone has experienced tension in their relationships. Domestic violence is not a disagreement, a marital spat, or an anger management problem. Domestic violence is a pattern of assaults and controlling behavior that restricts the activity and independence of another individual. Abuse can occur at all educational backgrounds and income levels, and can include any physical aspect or sexual orientation.

**Fact:** In one year alone, almost four million American women are physically abused by their husbands or boyfriends.

**Fact:** 34 percent of Americans say they have directly witnessed an incident of domestic violence.

**Fact:** 94 percent of corporate security directors surveyed rank domestic violence as a high security problem at their company.

## Domestic Violence Is a Workplace Concern

Each year, 74 percent of working battered women are harassed by their abusive partners on the job and of them:

- 54 percent miss at least 18 days of work;
- 56 percent are late for work on at least 60 days;
- 28 percent leave early on at least 60 days; and
- 20 percent lose their jobs altogether.

Domestic violence can result in reduced productivity, increased medical expenses, absenteeism, and increased risk of violence at the workplace. Workplaces are an ideal place for employees facing domestic violence to get help — after all, it's the place many spend at least eight hours a day, away from their abusers. There is much an employer can do to make a difference. Remember, the power to prevent domestic violence begins with each one of us.

## The Workplace Safety Plan

It is a good idea for women facing violence at home to create a safety plan, both for home and for work. Here are some suggestions for women dealing with abuse:

- Talk with someone at the workplace you trust, such as your supervisor, human resources manager, or employee assistance counselor.
- Have your calls screened, transfer harassing calls to security, or remove your name and number from automated phone directories.

- Ask co-workers to call the police if your partner threatens or harasses you at work.
- Ask to relocate your work space to a more secure area.
- Review the safety of your child care arrangements. Give a picture of your abuser and a copy of your protective order to the day care provider. If necessary, consider selecting a new day care site.


## How Co-Workers Can Help

- Be alert to possible signs of domestic violence: changes in behavior and work performance, lack of concentration, increased or unexplained absences, placing or receiving harassing phone calls, bruises or injuries that are unexplained or come with explanations that just don't add up.
- If someone confides in you that they are being abused, believe them.
- Listen without judging. People often believe their abusers' negative messages and feel responsible, ashamed, and afraid they will be judged.
- Tell them they don't have to stay in the abusive situation and that help is available.
- Remember, the power to prevent domestic violence begins with you.

## The Personal Safety Plan

No one deserves to be abused at home. If this is happening to you, it is not your fault and you are not alone. You have choices and there are people who can help and support you.

Here are some suggestions for keeping safe at home.

- Find out where you can go for help. Tell someone what is happening to you.
- If you go to a hospital or doctor because you are hurt by your husband or boyfriend, tell the doctor what happened and ask him or her to document it in your medical file. Keep any evidence of abuse, such as photos of bruises and injuries, or ripped clothing. All of this may be helpful if you decide to take legal action in the future.
- If you are thinking of leaving, plan now. Hide a spare set of keys, some money, and extra clothes in case of an emergency. Collect important papers for both yourself and your children, such as birth certificates and social security numbers. Also collect any evidence of your partner's assets (such as paycheck stubs) if you plan to seek alimony or child support.
- Consider obtaining a protective order.
- Call the National Domestic Violence Hot line at 1-800-799-SAFE (7233) or your Battalion Family Services Coordinator at 1-800-790-0963. 



# Where's your battle buddy?



*by SGT Jason Caswell,  
Harrisburg (Penn.) Main Recruiting Station*

I sometimes reflect back to my time in basic training. That's the time when a young man or woman scared and confused about life is turned into a hard-charging soldier. In those days the two most important things in life were your smart book and that person you spent day and night with, your "battle buddy." If a private was without one or the other, the drill sergeant would demand to know, "Private, where's your battle buddy?" This question was a way to prepare us to function, live, and survive as a team.

Teamwork is the basis of all military operations. From a simple squad drill to a major troop movement, without teamwork, a soldier could not be trained and battles could not be won. Everything we do requires teamwork. Then comes recruiting. A recruiter, upon completion of the Basic Recruiter Course, is given a GOV, a sales book, some TTE training, and is sent out on his or her own to find qualified young men and women to join the Army. Somewhere along that path, that essential element of team work was lost. Now it's time to find our battle buddy.

For the past two years I have been recruiting successfully with a battle buddy, SGT Gary Moyer. We have a very good team and are very seldom seen apart. We both have the same level of commitment to the job and by having a strong team we are able to accomplish our mission effectively. The knowledge of two people recruiting is greater than that of one.

In conducting daily business we go out to prospect and conduct appointments together. If I make an appointment, I tell him; or if he needs police checks, he tells me. Our planning guides are almost identical. There is a constant communication between us. The right hand knows what the left hand is doing, and it is usually making mission. We either fail together or succeed together.


Conducting an appointment seems to run much smoother with two recruiters there. If I leave something out or he is asked a question he cannot answer, we back each other up. We have both had different experiences in the Army, so there is twice as much to put into the interview. The applicant sees the Army through the eyes of two people

**The knowledge of two people recruiting is greater than that of one.... Our planning guides are almost identical. There is a constant communication between us. The right hand knows what the left hand is doing, and it is usually making mission. We either fail together or succeed together.**

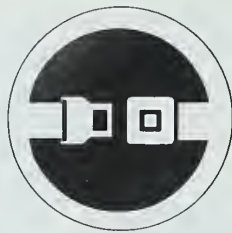
instead of one. The two of us together have a way of opening applicants up. We deliver an informative and thorough sales interview.

When it comes to processing applicants we know what the other is doing. If an applicant calls in with a problem, there are two minds working on the problem. If one of us is out of the office, the other knows what is going on and can handle the situation. Basically, what we have done is developed individual recruiter strengths into team strengths. We never fall short of our daily goals.

As a team we are able to have a great DEP program. We keep tight control over our soldiers. In a sense there are two recruiters taking care of each individual DEP. This gives positive feedback not only to the soldier but also to their parents. They know that we will take care of them. The two of us put them in the Army, and it takes the two of us to ship them out.

Developing a strong team among recruiters is essential. We must look beyond our individual 711 and help our fellow recruiter. We must stop being lone recruiters and become successful teams. We train together, fight together, and make mission together. It's time we start asking, "Where's my battle buddy?" 

# A seat belt takes away my right . . . TO DIE!



**Y**ou're traveling 55 mph in your POV trying to make it to formation. It's late and you're really tired. But you don't have enough time left to stop. Your eyelids are heavy, your eyes start to lose focus. Your mind drifts off to far away places. The vehicle calmly slips off the road. The sudden vibration startles you back to consciousness. As your eyes re-focus, you see an enlarged view of tree bark. Your car slams into a tree on the side of the road. An instantaneous thought crosses your mind, "SEAT BELT?!!!"

One tenth of a second elapses. The front bumper and chrome of the grill work collapse. Pieces of chrome and grill work penetrate the tree to a depth of one and one half inches or more.

At two tenths of a second after impact, the hood rises, crumples and smashes into the windshield. Your rear wheels continue to spin at 55 mph, and they leave the ground. The front fenders come into contact with the tree, forcing the rear vehicle parts out over the front doors. You continue to travel at 55 mph in a forward motion. At 20 times the normal force of gravity, your body now weighs approximately 3,200 pounds. Your legs snap at the kneecaps due to the force put on them.

At three tenths of a second after impact, your body is still being thrust forward at incredible speed and force. Your body is now off the seat, torso upright, your broken knees are pressed up against the dashboard. The metal and plastic steering wheel is beginning to bend under your death grip. Your head is now close to the shattering windshield and your chest pushing against the steering column.

At four tenths of a second, the car's front 24 inches have been demolished. The rear end is still traveling at approximately 35 mph. Your body is still traveling at 55 mph. The half-ton motor block meets the tree.

At five tenths of a second, the steering wheel bends under the force of your hands and moves forward into an almost vertical position. The force of gravity impales you on the steering shaft. You are unable to defend yourself from the onslaught of jagged, dirty metal tearing into your flesh. Blood starts to fill your lungs.

At six tenths of a second after impact, your feet are ripped out of your shoes as the brake pedal shears off at the base.

The car chassis bends in the middle shearing body bolts. Your head smashes into the windshield.

Glass rips through your skin. The rear of the car begins its downward fall, spinning wheels dig into the ground, forcing the vehicle further out of shape.

At seven tenths of a second, the entire writhing body of the car is forced out of shape. Hinges tear, doors spring open. In one last convulsion, the seat rams forward, pinning you against the cruel steel of the steering shaft. Blood leaps from your mouth; shock has frozen your heart. You are now dead.

This scenario could become real to you if you don't effectively manage risk when you operate your POV. You know the hazards, you have heard the controls over and over again. Yet, we still consistently fail to properly implement them. "It won't happen to me" is the battle cry of the dead and not forgotten. Is your family worth the minor discomfort of wearing your seat belt? Should you have planned a little more time into your trip, just in case you got tired? This scene is played out again and again and the consequences are devastating. Common sense will tell you that if it is important when operating military equipment, it is equally important when operating your POV. Don't let your POV become a steel coffin because you forgot to do what you know you should have. Remember, that if you don't apply the entire risk-management process to your thinking process that it can happen to you.

## Safe driving tips

- **Don't drink and drive.** Forget the BAC charts; it only takes one beer to mess up your life. It's not worth it!
- **Use a designated driver.** Or call for a ride or take a taxi if you're going to be drinking. All installations and clubs should have these programs available.
- **Always buckle up.** Insist that your passengers do too. Even in states that don't require seat belts; wear one. Army regulations require you to wear seat belts on and off duty.
- **Be prepared.** Watch the road and the traffic; check your mirrors often. Monitor the traffic situation frequently; it can change rapidly. Take evasive action when other drivers make mistakes, because they will.
- **Stack the odds in your favor.** When the weather is bad, slow down.
- **Maintain your vehicle.** A well-maintained vehicle is a safe vehicle. Maintain yours as you'd maintain your weapon. Check water hoses often, especially before a long trip.
- **Buy the best tires you can afford** and check tread and inflation often. Your life depends on those four small rounds of rubber. Don't take chances by driving on tires that are badly worn.

POC is MAJ Julian Simerly, US Army Safety Center, DSN 558-1186, (334) 255-1186, e-mail [simerlyj@safetyemh1.army.mil](mailto:simerlyj@safetyemh1.army.mil)



# Increase in minimum wage . . . An impact on recruiting?

by Kevin Lyman, Program Analysis and Evaluation Directorate

As of Sept. 1, 1997, the new federal minimum wage of \$5.15 is in effect. This is a 21 percent increase from the previous minimum wage of \$4.25. The Economic Policy Institute estimates that 11.7 percent of the work force, or about 12.2 million people could be affected by the increase, with a quarter of these being teenagers.

Proponents, such as Chairman Joseph Stiglitz of Pres. Clinton's Council of Economic Advisors, cite the modest level of the increase and the declining value of the current rate as reasons to support the new minimum wage increase. Lawrence Lindsey, a governor at the Federal Reserve Board disagrees, stating that internal studies show a 90 cent increase would cost approximately 400,000 jobs over the long term. Alan Greenspan, Chairman of the Federal Reserve Board, echoed this by telling a House subcommittee, "... a boost in the wage floor increases unemployment." Most economists agree that minimum wage increases cost jobs of low-skilled and minority workers, not the middle-class worker.

How do changes to the minimum wage compare to military pay? We will attempt to look at this question and evaluate other standard measures of income to military pay. In this analysis the first assumption is that we will only look at direct compensation without any benefits. Previous research has shown an increasing gap between military and civilian pay growth. For the purposes of this article, direct compensation is: basic military pay, where applicable basic allowance for quarters (BAQ), and basic allowance for subsistence (BAS), and civilian

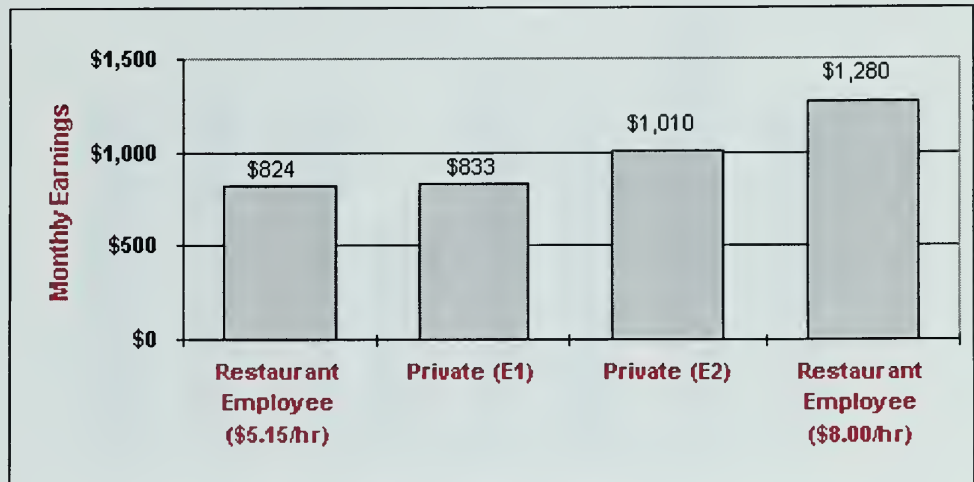


Figure 1 - Minimum Wage vs. Initial Entry

wages earned (no overtime): Benefits are not included due to the varying types provided by civilian employers. Applicants are usually first interested in military service with the "cash-in-hand" rather than health and retirement benefits (this is not to say that applicants do not evaluate these issues before signing).

## Minimum Wage Comparison

New employees of the service and retail industries are some of the principal benefactors of the minimum wage. Therefore, we will compare a new full-time employee (working 40 hours per week) at the local hamburger restaurant to initial entry into the US Army. Both individuals are 18 years old and have recently graduated from high school.

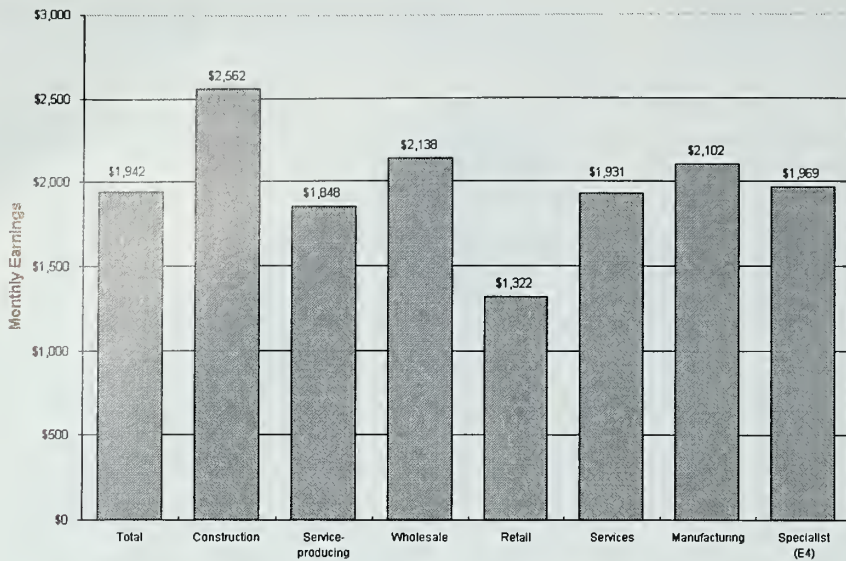
As shown in the above chart (fig. 1), the moment an individual draws military pay they slightly exceed their counterpart working in the restaurant. Granted, during basic training they may work longer than 40 hours. However, their earnings of \$833 are completely disposable, meaning free meals and lodging (the privates do not receive BAS/BAQ).

Looking six months into employment, the employee has gone through initial training and may have

gotten a prior incentive raise. Likewise, the Army private has also received his basic training and is eligible for a pay increase. The civilian employee's raise must increase to \$6.31 per hour providing for a 40-hour work week to remain equal to his private (E-2) counterpart. An employee within his first year of employment may receive \$8 per hour. These earnings are illustrated in fig. 1 for comparison purposes.

## Established Earnings

While people become enamored with initial earnings, sometimes it is beneficial to look at potential earnings several years after joining the Army. We will again compare equivalent civilian and military counterparts. First, let's look at a specialist (E-4), the highest "non-supervisory" rank, who is coming to the end of his tour. He has four years time-in-service and lives off-post with his wife and child, drawing full BAQ and BAS. We represent the civilian employee by the average of production and non-supervisory jobs in the non-farm sectors. These jobs include full and part-time jobs and have no adjustments for age, schooling, or location variations. This information was extracted from the Bureau of



**Figure 2 - Established Earnings**

Labor Statistics news release "Real Earnings in July 1997."

The Established Earnings chart (fig. 2) shows the Army specialist is, on average, comparable with his peers. Also, there is a tremendous amount of difference between the work sectors reflecting skill or training requirements. It is important to note that these earnings are averages. The soldier, upon ETS, may have acquired the prerequisite job skills to enter the civilian work force not only at a higher than entry-level pay schedule, but also into the higher paying work sector. Benefits from entering the civilian work force after military service are currently being studied by the Program Analysis and Evaluation directorate.

## Household Income

Lastly, we will investigate household income by age and how it compares to military pay. Estimates of 1997 household income are from National Decision Systems. Again, we will use basic pay, BAQ, and BAS for an NCO as our comparison base. This comparison may be skewed because household income represents all income generated by household members whereas the military pay only represents a single income.

The Household Income Comparison Char (fig. 3) shows income by three age groups.

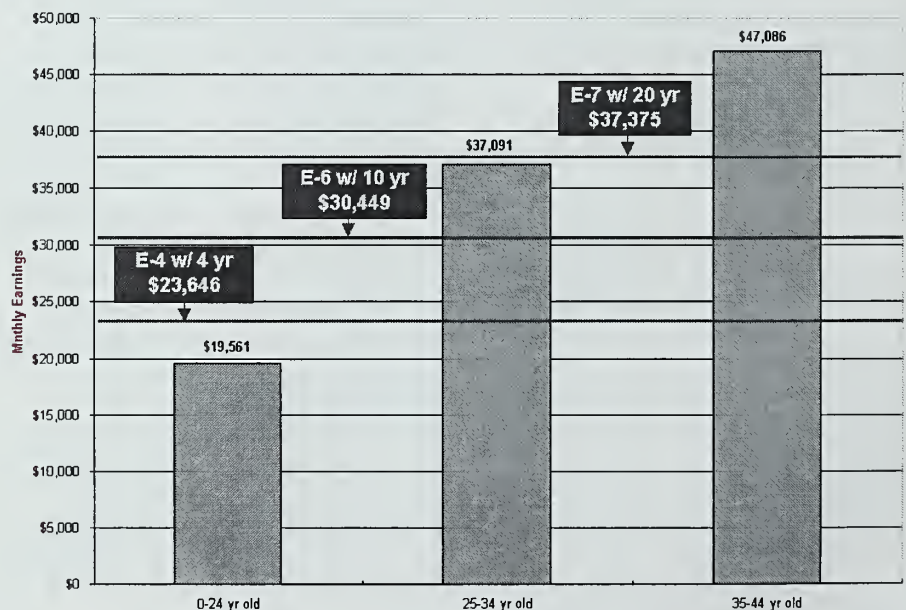
Overlaid on this chart is the military pay of a specialist (E-4), staff sergeant (E-6), and sergeant first class (E-7), which represent a first-term soldier, mid-career, and retirement point lifestages of an enlisted soldier. Once again, in terms of direct compensation, the military remains comparable. This comparison must be used with

caution due to the use of averages of all types of household income. Also benefits and supplemental incomes are not included in this analysis. Thus if the staff sergeant has a spouse working at a minimum wage job (\$10,300/yr), their combined household income of \$40,749 puts them in the top 50 percentile for their age bracket.

## Summary

This is a quick comparison of direct military compensation to a civilian equivalent. There are several in-depth studies that explore the full aspects of earnings to include benefits, stress, and leisure time. What this does bring out is that direct income earned by enlisted military is competitive. True, there are always examples of how more money can be earned in certain sectors or industries. There is also the reverse where many, many personal and household incomes are below that of the military. Once the initial challenge of the paycheck is answered, you can then expand upon the benefits not included in the direct compensation discussed in this article.

Send comments to:  
lymank@usarec.army.mil



**Figure 3 - Household Income Comparison**



## Policy information and changes

The "United States Army Recruiting Command Staff Guide for Enlistment Policy and Procedures Concerning Identification and Detection of Extremists," dated August 4, 1997, has gone to the field. Each battalion and brigade operations section should have received a copy of this book. It provides a reference source for commanders making determinations on enlistment eligibility concerning extremist group involvement, gang involvement, and related tattoos.

USAREC message 97-063, Operational Policy and Procedural Change to Enlistment Criteria (Extremist, Tattoos, Gang Involvement, and Moral Offenses), outlines specific procedures concerning applicants with tattoos.

The bottom line is any person with a tattoo that is visible while in a Class A uniform, or a tattoo that could be considered extremist, gang-related, or otherwise offensive *must* have a determination on their eligibility made by RCRO-PP before enlistment into the DEP or Army Reserve.

USAREC message 97-078 Part II, Operational Change to RA and USAR Civilian Acquired Skills Program, dated August 22, 1997, changes the eligibility of registered nurses to enlist as 91CC under chapter 7, AR 601-210.

Effective immediately, an RN who desires to enlist as a 91CC must also possess an LPN license to be eligible for enlistment under the Army Civilian Acquired Skills Program.

The memorandum of understanding for the Active Duty for Special Work program is currently awaiting signatures and will be fielded as soon as all parties to the MOU have signed.

The following guidelines apply to the required utilization plans.

- Develop a USAR recruiting ADSW Program Utilization Plan, PUP, and identify critical recruiting areas for the

employment of USAR recruiting ADSW participants.

- Plans should include number of ADSW days required, number of personnel required, activity, unit, and dates of activity.
- Total Army Involvement in Recruiting events will be programmed as a separate line item within the ADSW utilization plan.

The PUP will be filed by the USAR S-3 for the duration of the current FY. The focus of this plan is to keep the chain of command thinking of additional tools and resources with regard to the ADSW program that are available from reserve soldiers' involvement in supporting the recruiting mission. It is understood that often specific names, dates, and places are not available; however, a plan should be developed for known events and possible events that may need support, to include prospecting for applicants.

It is a plan, and as a plan, can be flexible to meet the needs of each command. Utilization plan formats are up to the individual brigade, battalion, etc., as long as they present a clear, logical thought process in the utilization of ADSW soldiers and funding. A well coordinated plan, developed in conjunction with local reserve units, can be a powerful tool in accomplishing the Reserve mission.

## TWOR update

Congratulations to 2d Brigade and their technical warrant officer recruiters on mission box and overproducing for FY 97.

The following TWORs are currently boxed and overproduced for fiscal year 97:

Baltimore Bn	SFC Kyle Upton
Columbia Bn	SFC Regina Mata
Miami Bn	SFC Cosme Romero
Montgomery Bn	SFC Beverly Degratia
Nashville Bn	SFC Joseph Malcolm
Raleigh Bn	SFC Johnny Miller
Tampa Bn	SFC Virgil Harris
Dallas Bn	SFC Michael Lawler
Houston Bn	SFC Gerald Nosky

Des Moines Bn	SFC Douglas Bearinger
St. Louis Bn	SFC Theodore E. Brown
Phoenix Bn	SFC Felix Delgado

## Chaplain recruiting makes mission box

A great team effort by all members of the chaplain recruiting team has lead to Headquarters, USAREC making "mission box" in the first year since taking responsibility for this mission. Congratulations to 2d Brigade, 5th Brigade, and 6th Brigade, as well as CH(MAJ) Marvin Mills and CH(LTC) Tom Vann for achieving mission box individually by making both their chaplain and candidate missions.

Additional kudos go to 1st Brigade and CH(MAJ) Larry Barber for achieving over 100 percent volume for this fiscal year. Most importantly, public recognition must be given for the outstanding efforts of Lisa Brown, military chaplain personnel technician, and Melanie Yates, military chaplain candidate personnel technician, without whom none of this mission could have been accomplished.

In USAREC, there is no time to rest on our laurels. Chaplain recruiting has received the FY 98 mission from DCSPER and needs to begin focusing on this new challenge. The mission is 143 (an increase of 21 percent) with 55 chaplains required (plus 2 percent) and 88 candidates needed (plus 37.5 percent). The difficult categories of Roman Catholic, Muslim, Jewish, and Orthodox have not been increased; however, there is still a need in all except Orthodox. The recruiters need to stay active in these markets.

As always, the chaplain recruiters are thankful for all the assistance the enlisted recruiters have given them this year and look forward to their continued help with referrals and scheduling physicals with the MEPS. For any questions or referrals for the chaplaincy, call 1-800-223-3735, extensions 6-0435 (for chaplains) or 6-0702 (for chaplain candidates).

## Recruiter nominated for metropolitan Washington USO award

Story and photo by Margie Daniels,  
Baltimore Battalion A&PA

**GLEN BURNIE, Md.** — The USO of metropolitan Washington whose mission is “serving those who serve” recently recognized a Glen Burnie recruiter as a nominee for its Sixth Annual Volunteer Service to Education Award.

SGT Michael A. Nelson, Glen Burnie Recruiting Station, whose photo was published in the staff section of the Glen Burnie High School yearbook, was also nominated by school administration for the USO award.

What did Nelson do to get the USO nomination?

Nelson developed a program for Glen Burnie students to earn credit for Maryland’s community service graduation requirement by initiating a writing campaign, “Letters to Soldiers in Bosnia.”

The students also wrote to service-members stationed overseas.

“We had one soldier who enlisted through Glen Burnie Recruiting Station several years ago who called back and said that he received a letter from a Glen Burnie student,” Nelson said.

Nelson knew what it was like to be deployed to a foreign country. He told students how it felt to be far away from family, friends, and the United States.

Stories of his personal Army experiences made it easier for the students to write to people they didn’t know.

When did Nelson begin serving Glen Burnie High School?

Nelson said that two years ago he quickly learned that a school can make or break a recruiter.



**SGT Michael A. Nelson recruits out of the Glen Burnie station, Baltimore Battalion, located at Fort Meade, Md. Nelson holds a military occupational specialty as a 12B combat engineer. He is trained in bridge building as well as demolition.**

He said he had a lot of obstacles to overcome at first. Glen Burnie was a “Marine School.”

“Once I started showing the school that I wasn’t just there to recruit, or in their eyes — as they saw it — harass the students all day, they opened up a lot more,” Nelson said.

Where does Nelson work with the students in school? To date, Nelson has delivered more than 160 one-

and one-half hour long classroom presentations.

“I do presentations on problems that basic teenagers face ... staying in school and staying drug free. During lunch period, I’ll show a student how to figure out a problem, but I won’t give them the answer,” Nelson said.

Once a teacher knows a student is in the Delayed Entry Program, and the soldier’s grades take a tumble toward that downward spiral, who do they call? SGT Nelson.

He said last school year he had a DEP who was not going to pass English.

“I had a student’s mother and teacher call me on the same day over a student’s marginal grade in a Major British Writers class. I told the teacher and mom that I would have him come to the recruiting office every day after school and make sure he completed his homework. He ended up with a B in the class,” Nelson said.

Why did Nelson get the USO nomination?

Nelson has a vested interest in serving Glen Burnie High School students, teachers, administrators, office staff, and the community at large while providing the taxpayers with top-notch soldiers for its Army.

How did Nelson get the USO nomination?

The USO of Metropolitan Washington established the Volunteer Service to Education Award to honor active duty military members who volunteer their time in the public school system and raise the general public’s consciousness to the military’s many contributions to its communities.



## Volkslauf '97 is another word for a six-mile, fun-filled team event mud run

Story and photo by SGT Bernard A. Hamblin III, Kansas City Battalion

GRANDVIEW, Mo. — Volkslauf is an annual mud run, sponsored by the US Marines stationed at Richards-Gebaur Air Base south of Kansas City, Mo.

Volkslauf is a team event. Each team has between two and seven participants competing on a timed six-mile course, with the clock running until the last person on each team crosses the finish line.

Normally a six-mile run wouldn't be much of a challenge to the avid runner, but in order to finish Volkslauf, runners must negotiate various water obstacles; run through terrain better suited for a four-wheel-drive vehicle; climb walls and fences; low crawl in mud; and slop their way through the final obstacle of a series of slippery hills with muddy water pits at the end of each one.

For the second year in a row the Kansas City Battalion's Grandview Station entered a team for the Volkslauf Mud Run.

This year's team had seven members — five recruiters and two DEP members. The team finished a grueling race, placing 15th in the most competitive category — the men's military category.

More than 80 other teams including many local civilian business firms also participated.

After the run, exhausted team members said they'd never do it again! The proof of the body's ability to forget pain?

They said the same thing last year!



Kansas City Battalion recruiters, SSG Michael S. Rowland, SGT Terry B. Moreland, SSG Duke K. Maele, SSG Michael T. Zaring and SSG Tracy J. Simpson, give their DEP members — Jeff Holtcamp (left) and Justin Viene — a well deserved shower after they completed and survived the Volkslauf, an annual six-mile mud run.



Deidra M. George, education services specialist, Beckley Battalion, was presented the Jim Davis Award by COL Donald W. Tarter, director, Recruiting Operations, HQ USAREC. The Jim Davis Award is presented annually by Recruiting Command in recognition of exemplary work in school recruiting programs. Prior to his death in 1990, Davis was chief, Education Division, USAREC.

## Army birthday party — Bobcat style

by D.A. Silva, Miami Battalion A&PA

MIAMI, FL. — Miami Battalion began an advertising relationship with the Florida Bobcats, an Arena Football League team based in West Palm Beach, in 1996. The relationship has certainly developed over a short period of time, as evidenced by the Bobcats' birthday bash for the Army's 222nd birthday, June 14, 1997.

Soldiers were extremely visible that night: They delivered the game ball, served as color guard, and even helped the cheerleaders toss T-shirts into the stands. The local Reserve unit brought HMMWVs and recruiters had an information booth on-site. Even the stands were full of soldiers as the Bobcats provided free tickets to local Reserve unit soldiers, recruiters, DEP members, local JROTC departments, their families and guests.

The Army was in the field too: A large dasherboard clearly emphasized our "Be All You Can Be" message and PSAs played intermittently during the game.

Each Bobcat team member proudly displayed a "Be All You Can Be" patch on his uniform. The team will continue to wear the arm patches throughout the season. The games are normally televised on local cable television, but ESPN picked up one of the games in June for national coverage.

The Bobcats have demonstrated an appreciation for the military and the local military community values their friendship. It was only natural for two Jupiter Company recruiters to offer their assistance when the team mascot

broke his ankle just before the big birthday bash. SGT James Thompson and SSG Jeffery Stovall, both of Fort Pierce Recruiting Station, volunteered to don the hot and furry Bobcat costume and entertain the fans throughout the four hours of festivities.

Miami Battalion is lucky to have such good friends as the Bobcats. And it was enough to make every soldier, DEP member, reservist, JROTC member, their spouses, families, and friends proud when the entire arena of football fans stood up at halftime and sang a hearty Happy Birthday to the US Army.



SSG Jeffery Stovall, left, and SGT James Thompson, right, both from the Fort Pierce station, enjoyed their stint as the Bobcat mascot at the Army Birthday bash. CPT Kristen Brooks, commander, Jupiter Company, was on hand to support and coordinate her troops' involvement with the festivities. (Photo courtesy of the Florida Bobcats)

## DEP soldiers recognized at baseball games

Story by Dianna Phillips, Raleigh Battalion A&PA

FAYETTEVILLE, N.C. — More than 100 Delayed Entry Program members were recognized at two minor league baseball games.

DEP soldiers, family, friends, and the Fayetteville recruiters watched the Crocs warm up as they enjoyed an all-you-could-eat picnic. The opening ceremony was the highlight of the evening for more than 2,500 spectators.

As DEP soldiers took their places in the reserved seats behind home plate, Raleigh Battalion commander, LTC Warren C. Singleton, and Fayetteville Company commander, CPT Twylla Willis, stood at home plate.

Singleton and Willis presented Army College Fund checks totaling \$143,000 to Cathy Clark, Cynthia Altman, Rahsaun Ortiz, and Carl Duran.

Cheers greeted Singleton as he walked out to throw the first pitch. A snap of the catcher's glove and a call of "play ball" from the umpire signaled the start of the game.

Winston-Salem Company recruiters and their DEP soldiers enjoyed a night of baseball with the Winston-Salem Warhogs. SGM Eddie L. Maddox, Raleigh Battalion sergeant major, and CPT Geoffrey Catlett, Winston-Salem commander, took the home plate positions. They presented ACF checks totaling \$132,500 to Sean Taylor, Aaron Hamilton, Eric Stancil, and Michael Francis.

Maddox spoke to the spectators about the Army College Fund and the College Loan Repayment Program. He encouraged the young people to visit the Army display.



## Draw Your Dad contest lands recruiter in local newspaper story

Story and photo by Renee Shawn McElveen, Harrisburg Battalion A&PA

CHAMBERSBURG, Pa. — Tina “Nicole” Weekley gave her father a special personalized gift for Father’s Day this year.

For her efforts, the 10-year-old daughter of SSG Doyle Weekley was featured in her local newspaper and received a check for \$35.

A Draw Your Dad contest was sponsored by the Chambersburg newspaper, the *Public Opinion*. Nicole’s mother, Connie, saw the advertisement in the newspaper and thought that it would be a good project for her daughter.

Nicole used her father’s DA photo as a guide and drew a portrait of him in pencil. She made a couple of initial tries before getting the portrait just right. The final effort took her about

30 minutes to complete. The portrait shows Weekley in his Class A uniform with stars in the background for a patriotic touch.

The portrait ran in the June 14 issue of the *Public Opinion*. Since Nicole did the project as a surprise for her father, Weekley discovered his daughter had entered the contest when his fellow recruiters at the Chambersburg Station piled a stack of newspapers on his desk at work.

Nicole learned she had won second place in the contest for ages 8 to 10 when a newspaper reporter called Connie and asked permission to interview her daughter over the phone.

Despite the ribbing he took from his fellow recruiters, Weekley said he is proud of her accomplishments. The portrait contest provided him with a special Father’s Day gift this year.



SSG Doyle Weekley, wife Connie, and daughter Nicole, pose for a family portrait in front of their quarters in Chambersburg, Pa. Nicole holds a copy of the *Public Opinion* newspaper in which her contest-winning portrait of her father appears.



SFC Bennie F. Cagel, Ashland (Wis.) Station, answers a Delayed Entry Program member’s question during a drill and ceremony class. Iron Mountain (Mich.) Company held a companywide DEP function. (Photo by Pat Grobschmidt)

**If you have questions** about TRICARE, you can contact the health benefits advisor at a military hospital, a managed care office, TRICARE Service Center, or call one of the following information numbers.

**Region 1** — Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, Delaware, Maryland, New Jersey, New York, Pennsylvania, District of Columbia, and part of Northern Virginia — should start Dec. 1, 1997 — (202) 782-1486

**Region 2** — North Carolina and most of Virginia — should start Dec. 1, 1997 — 1-800-990-8272

**Region 3** — South Carolina, Georgia, and Florida, not the panhandle, — operational July 1, 1996 — 1-800-444-5445

**Region 4** — Florida panhandle, Alabama, Mississippi, Tennessee, and eastern third of Louisiana — operational July 1, 1996 — 1-800-444-5445

**Region 5** — Michigan, Wisconsin, Illinois, Indiana, Ohio, Kentucky, and West Virginia — expected operational Dec. 1, 1997 — (513) 255-9690

**Region 6** — Oklahoma, Arkansas, western two-thirds of Louisiana, Texas excluding southwest corner — operational Nov. 1, 1995 — 1-800-406-2832

**Region 7** — New Mexico, Arizona, Nevada and southwest corner of Texas, including El Paso — operational April 1, 1997 — (915) 569-2528

**Region 8** — Colorado, Utah, Wyoming, Montana, and Idaho, excluding those included in Region 11, North Dakota and South Dakota, Nebraska, Kansas, Minnesota, Iowa, and Missouri — operational April 1, 1997 — (719) 524-2601

**Region 9** — Southern California — operational April 1, 1996 — 1-800-242-6788

**Region 10** — Northern California — operational April 1, 1996 — 1-800-242-6788

**Region 11** — Washington, Oregon, and a small portion of Northern Idaho — operational Mar. 1, 1995 — 1-800-404-0110

**Region 12** — Hawaii — operational April 1, 1996 — 1-800-242-6788

*(Reprint from Army Echoes, Apr-Jun 1997, Issue 2, Vol. XL, page 12.)*

## Pocket-size booklet simplifies TRICARE

(TRADOC News Service) A pocket-size booklet, called "TRICARE in TRADOC," was created by the Army Training and Doctrine Command Surgeon's Office to give a clearer picture of the TRICARE program. "What we tried to do was 'demystify' TRICARE," said MAJ Mike Dyer, of the TRADOC Surgeon's Office.

The young soldiers and their family members are the intended audience for the "TRICARE in TRADOC" booklet, Dyer said. The booklet breaks the medical care options — TRICARE Prime, Extra, and Standard, into two basic choices. The choices for a service members' health care benefits are:

- **Enrolled choice** — TRICARE Prime. Active duty members must enroll and their family members may enroll in Prime. Health care is provided at a military treatment facility, but family members may also receive care at a location other than a military treatment facility. TRICARE Prime is similar to most civilian health maintenance organizations, in which costs for health care are generally lower but choice of physicians is limited.
- **Non-enrolled choice** — A combination of TRICARE Extra and Standard. No enrollment is necessary to access civilian care under either TRICARE Extra or Standard. This allows family members to choose their own civilian doctor.

Besides explaining the two choices under TRICARE, there is an extensive question and answer section. Here are a few of the questions and answers that can be found in the "TRICARE in TRADOC" booklet:

**Q.** How often must I re-enroll my family in TRICARE Prime?

**A.** Family members must re-enroll each year and when you have a PCS. Beginning July 1, 1997, family members may not need to re-enroll when you have a PCS. If you make a PCS move after July 1, 1997, check with the local TRICARE Service Center to see if your family members need to re-enroll.

**Q.** Are dental benefits part of the TRICARE program?

**A.** No, dental benefits are under a separate program. Contact United Concordia at 1-800-866-8499.

**Q.** Are children of my TRICARE eligible children also eligible for TRICARE benefits?

**A.** No, not unless they are legally adopted by the service member grandparent.

**Q.** What is the largest amount of money my family may pay per year for either TRICARE Prime, TRICARE Extra, or TRICARE Standard?

**A.** \$1,000 a year for deductibles and co-payments/cost shares based on allowable charges for basic program services and supplies.

**Q.** Are my step-children eligible for TRICARE benefits?

**A.** Yes, as long as the service member is the legal guardian by virtue of marriage and your step-children are in the DEERS system.

**Q.** Are my dependent parents/parents-in-law, who are living with me, eligible for TRICARE benefits?

**A.** No, unless they are eligible under former eligibility requirements.

"We don't want to leave out the people on a TRADOC installation who are soldiers from other Army major commands or are members of other services," Dyer said. The "TRICARE in TRADOC" booklet is also available under the Publications/Information portion of the TRADOC Homepage at <http://www-tradoc.army.mil>.



**1. A waiver for a prior service USAR applicant concerning "over age" should be forwarded directly to the approving authority.**

- a. True                      b. False

**2. Who is responsible for maintaining the school folder for a college in a recruiting station zone?**

- a. a recruiter designated by the station commander  
b. station commander  
c. all recruiters in the station  
d. company leadership team

**3. Applicants with juvenile felony offenses, who have had no offenses within five years of application for enlistment, may be considered for a waiver in meritorious cases.**

- a. True                      b. False

**4. What is the waiting period for resubmitting a battalion level waiver once it has been disapproved?**

- a. 6 months                b. 12 months  
c. 18 months              d. 24 months

**5. Salespersons fail to sell themselves. Nobody wants to buy from someone they don't trust or don't like. What is the corrective action?**

- a. Develop confidence in your product and yourself.  
b. Listen for needs and sell benefits that satisfy needs  
c. Listen, use trial closes, and always ask the prospect to enlist.  
d. All of the above.

**6. What technique can you use to determine whether or not your prospect is ready to make a commitment to an enlistment?**

- a. listen                      b. handle objections  
c. trial closes                d. all of the above

**7. You often hear the term "market" in our recruiting efforts. What is market?**

- a. A market is a particular group of potential buyers.  
b. A market is your assigned recruiting area.  
c. A market is your assigned high schools and colleges  
d. A market is all of the above.

**8. Moral and administrative waivers are valid for \_\_\_\_\_ from the approval date unless a change in status occurs.**

- a. 3 months                b. 6 months  
c. 9 months                d. 12 months

**9. The recruiting station commander will ensure \_\_\_\_\_ and \_\_\_\_\_ efforts are sufficient to achieve mission accomplishment.**

- a. work ethic, prospecting  
b. training, lead generation activities  
c. lead generation activities, prospecting  
d. work ethic, training

**10. What are the four types of firing positions used when firing the M136 launcher?**

- a. standing, kneeling, support, and prone  
b. kneeling, standing, sitting, and prone  
c. standing, squatting, sitting, and prone  
d. prone, kneeling, support, and standing

**11. What is the sequence of major steps used to identify injuries and/or conditions of a soldier who has signs of an injury?**

- a. Check for breathing, shock, fractures, responsiveness, bleeding, head injuries, and burns.  
b. Check for responsiveness, breathing, bleeding, shock, fractures, burns, and head injuries.  
c. Check for bleeding, head injuries, breathing, shock, fractures, burns, and responsiveness.  
d. Check for breathing, responsiveness, bleeding, head injuries, shock, fractures, and burns.

**12. If a scale on a map is 1:50,000 this means that 1 inch on the map equals 50,000 \_\_\_\_\_ on the ground.**

- a. meters                      b. centimeters  
c. inches                      d. none of the above

**13. Which is the safest and the easiest way to grip a hand grenade when throwing?**

- a. Safety lever held down by the first two fingers, keeping pull ring free.  
b. Safety lever held down by thumb, keeping pull ring free.  
c. Safety lever held down by thumb, index finger through pull ring.  
d. Safety lever held down by palm, index finger through pull ring.

**14. What is the first step in maintaining an M16A1 or M16A2 rifle prior to disassembling?**

- a. Firing the last round into the ground.  
b. Placing the rifle on safe.  
c. Clearing rifle.  
d. Looking down the barrel for any unfired rounds.

**15. A jet aircraft is flying directly at you. To engage it with small arms fire you should aim \_\_\_\_\_.**

- a. just below the aircraft's nose  
b. just above the aircraft's nose  
c. straight at the aircraft's nose  
d. a football field length in front of the aircraft's nose

**(The answers to this month's Test can be found on the inside back cover.)**



## ALBANY

SFC Timothy Rose  
SSG Samuel Watts  
SSG Gary Howard

## ATLANTA

Mr. Allan Brown  
SSG Samuel Watts  
SSG Gary Howard

## CHICAGO

SFC Michael Chambers

## CLEVELAND

SSG Dwayne Hargrove

## COLUMBIA

SSG Kennedy Wesson

## GREAT LAKES

SFC Marcos Ramos

## HARRISBURG

SFC Jerome DeJean

## HOUSTON

SSG Larry Luden  
SSG James Rhodes  
SSG Willie Green

## INDIANAPOLIS

SFC Franklin Ulery  
SSG Jeffery Tharp

## JACKSON

SFC Douglas Dakin

## LOS ANGELES

SFC Antone Clemetson

## MILWAUKEE

SFC Curtis L. Bergeron

## MINNEAPOLIS

SFC Eugene Carr  
SFC William F. Brackett

## MONTGOMERY

SSG Eric Phelps  
SFC Richard Walker  
SSG Stacey Hill  
SSG Roy Brown

## NASHVILLE

SFC David M. Smith

## NEW ENGLAND

SSG Anthony L. White  
SSG Michael A. Wise

## NEW ORLEANS

SGT David Ballard  
SSG Danny Means

## NEW YORK CITY

SGT Frederick Collins

## OKLAHOMA CITY

SSG Paul A. Hurt  
SSG Jeffery G. Weathers

## SACRAMENTO

SSG Paul M. Kelsey

## SAN ANTONIO

SGT Shannon Boldman  
SSG Jason Peters

## SEATTLE

SSG Shawn Connors  
SSG Michael Mitchell  
SFC David Boggs

## SOUTHERN CALIF.

SFC Raul L. Llorente  
SGT Joseph F. Fleming

## SYRACUSE

SFC Wilfredo Telles  
SSG Joseph Okrasinski

## TAMPA

SSG Gregory Bryant  
SFC Javier Figueroa

## HQ, USAREC

SFC Jackie R. Miracle



## Gold Badges

### ALBANY

SSG William T. Lundy  
SSG Patrick J. Hayes

### CHICAGO

SFC Anthony J. Koss  
SSG Billy R. Hill  
SSG Anthony J. Proietti

### CLEVELAND

SSG Russell W. Hupp  
SSG Martin R. Obenour  
SSG Hugh P. O'Brien

### COLUMBUS

SSG William J. Presley  
SFC Claude A. Shepperson

SSG Ricky Miles

SGT Derrick C. Bishop  
SSG Danny J. Mishoe  
SSG Jeffrey L. Wyatt

### DENVER

SFC James L. Harger  
SSG Robert L. Everett

### GREAT LAKES

SFC Andrew Williams

### HOUSTON

SSG Thomas W. Siple  
SGT Martin R. Britt  
SSG Elias A. Gelat  
SSG Shannon L. Woodson  
SSG Scott F. Whitney  
SSG Eddie L. Terry  
SGT Mark A. Stallworth

### INDIANAPOLIS

SSG David D. Carfel  
SSG David G. Newland  
SGT Michelle Miller  
SSG Reuben S. Davis  
SSG Jimmy Barker

### KANSAS CITY

SGT Terance G. Anderson  
SFC Lawrence A. Adams

### JACKSON

SGT Brian T. Hancock  
SSG Frank O. Gibbs

SGT Richard C. Flanders

### JACKSONVILLE

SGT Keith Sutton  
SFC Donald Humphrey

### MIAMI

SFC Margarita Jones

### MILWAUKEE

SSG Brenda Firari  
SSG Samuel A. Ingraham  
SGT John H. Schnering  
SSG Jason R. McMurry  
SSG John R. Braun  
SSG David J. Irwin

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SSG Edward L. Cowfer  
SSG Curtis J. Young  
SSG Timothy L. McGillick

### NASHVILLE

SFC James L. Smith  
SSG Kenneth B. Hill

### NEW ENGLAND

SSG James D. Kane  
SSG Donna M. McGowan

### NEW ORLEANS

SSG Bridgett K. Jordan  
SGT Vanessa Y. Mayes  
SSG Deborah M. Jones

SGT Mark L. Rose

SSG Willie J. Woolridge  
SSG Tareyon L. Delgado  
SSG Reginald W. Calhoun  
SGT David S. McMurtrie  
SGT Bobby B. Doyle

### NEW YORK CITY

SSG Sheldon C. Valere

### SACRAMENTO

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SGT Douglas M. Rehfeldt  
SSG Mark D. Conlon  
SFC David M. Poehlein

### SAN ANTONIO

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SSG Antonio Reyes  
SSG Billy T. Childress  
SGT Daniel A. Villalpando

### SEATTLE

SSG Brenda K. Pollock  
SFC Richard N. Williams  
SGT Roger C. Miranda  
SSG Scott R. Morrison  
SSG Deborah L. Carter  
SGT Darby R. Edwards

### ST. LOUIS

SGT Barry L. Dunnigan

### TAMPA

SFC Michael Paulk





# Quality Volume - The Key To Our Success

## Headquarters U.S. Army Recruiting Command



**RSM August 97**

**1st Brigade**

**2d Brigade**

**3d Brigade**

**5th Brigade**

**6th Brigade**

### **TOP TEAM MEMBER (Recruiter)**

**RA SSG JACOBS, F.**  
**(BN) (Baltimore)**

**SSG BEST, J.**  
**(Columbia)**

**SSG BROWN, T.**  
**(Great Lakes)**

**SSG WAGONER, R.**  
**(Oklahoma City)**

**SSG TUCKER, A.**  
**(Denver)**

**SFC LEGREE, A.**  
**(Philadelphia)**

**USAR SFC SALADA, N.**  
**(BN) (Harrisburg)**

**SFC BRADFORD, C.**  
**(Columbia)**

**SSG BERRY, R.**  
**(Chicago)**

**SFC HUGHES, C.**  
**(Dallas)**

**SFC CHEESMAN, A.**  
**(Denver)**

### **TOP TEAM (Station)**

**LARGE Chambersburg**  
**(BN) (Harrisburg)**

**Sanford**  
**(Raleigh)**

**Flint North**  
**(Great Lakes)**

**Texarkana**  
**(Oklahoma City)**

**Black Canyon**  
**(Phoenix)**

**SMALL Gettysburg**  
**(BN) (Harrisburg)**

**Hendersonville**  
**(Columbia)**

**Xenia**  
**(Columbus)**

**Chalmette**  
**(New Orleans)**

**Daly City**  
**(Sacramento)**

**AMEDD**  
**(HCRT)**

**Boston**

**Georgia**

**Chicago**

**Houston**

**S. California**

RO/FY 97-11

**"Close the Loop!"**

**MARK R. HAMILTON**  
**Major General, USA**  
**Commanding**

### **Answers to the Test**

- |  |                                   |                                    |
|--|-----------------------------------|------------------------------------|
| 1. a, USAREC Reg 601-56, table 2-6     | 6. c, USAREC Pam 350-7, para 6-11 | 11. b, STP 21-1 SMCT, page 642-647 |
| 2. a, USAREC Reg 350-7, para 4-14 b(4) | 7. a, USAREC Pam 350-7, para 3-1  | 12. c, STP 21-1 SMCT, page 105     |
| 3. a, AR 601-210, para 4-24 s(2)       | 8. b, AR 601-210, para 4-29       | 13. b, STP 21-1 SMCT, page 307     |
| 4. a, AR 601-210, para 4-28a           | 9. c, USAREC Reg 350-7, para 4-3  | 14. c, STP 21-1 SMCT, page 134     |
| 5. a, USAREC Pam 350-7, para 5-2a      | 10. b, STP 21-1 SMCT, page 215    | 15. b, STP 21-1 SMCT, page 192     |

YOU'LL BE THE ONE OTHERS LOOK TO. YOU WILL BE A LEADER.

FLARE



**ARMY**  
BE ALL YOU CAN BE.